More on Penn’s institutional planning

Four Years at Pennsylvania
Harold E. Stassen
FOUR YEARS AT PENNSYLVANIA

By Harold E. Stassen
At the last meeting of the Trustees of the University, Harold E. Stassen presented the following report of his four years as President. No year is without significance at a university, but certainly the last four years have been unusually important ones for the University of Pennsylvania. Because of this, and because this document brings together and correlates vital information about every facet of the University, the Editors are publishing it in full, except for several tables of statistics and material previously published. The report begins with a letter from President Stassen to the Hon. Robert T. McCracken, Chairman of the Trustees.

SINCE SEPTEMBER 17, 1948, the day on which I formally accepted the appointment by the Trustees as President of the University of Pennsylvania, only four years and a few additional months have passed. Though the time has been brief, the period has been eventful—in the world and at the University. These four years have been among the most stimulating and worthwhile years of my life. It is therefore with deep regret that I now depart from the campus to take up the task which President-elect Dwight D. Eisenhower has asked me to perform. The nature of that work, its close relationship to his fundamental objective of “peace with prosperity,” the current world conditions in which our country is involved, and my very high regard for President Eisenhower have all combined to compel me to accept his appointment.

But never have I more wished that age-old wish, never granted, of being in two places at the same time.

On resigning the Presidency may I, with all the emphasis I can command, state that my keen interest in the future success of the University and in its service to America and the world will be lifelong and that my deep affection for Pennsylvania will be enduring.

Its superb traditions and its historic background, combined with a vigorous and fruitful present, promise a future of exceptional strength and distinction.

With the thought that it may prove helpful to you and to my successor, I submit to you herewith a report of these four years, including a summary of the policies currently in effect and of the direction in which we have been endeavoring to move. I do this with an awareness that decisions may be reached to change many parts of the program and of particular policies, but with the belief that when changes are being considered, it is constructive to have a clear statement of the basis of an existing situation.

May I close with a personal word of sincere tribute to you and to your associates for your superb leadership, for your exceptional contribution to the University of Pennsylvania, and for the unvarying support and encouragement you have given me as President during these four years?

Sincerely yours,

Harold E. Stassen.

STUDENT BODY

The students and the faculty are the heart of the University.

This underlying concept has invariably shaped the decisions made during this period. Thus, in all questions involving the alumni, or the community, or the Commonwealth, or in any other matter affecting the University, the first step toward a solution has been an analysis of the relationship of the problem to the students and to the faculty.

This concept has been responsible for the studied effort to increase the participation of the students and the faculty in all aspects of University problems, even though the power of final decision in those matters directly affecting the essential solvency and stability and onward movement of the institution has necessarily remained with the administration and the Trustees.

During these four years 12,582 degrees in course have been awarded at commencement exercises. (Tabular breakdown omitted.—Ed.)

Admissions. The admissions policy has been designed to maintain at the University an outstanding group of young men and young women of all economic, racial, religious, geographic, and national backgrounds, and to do so without discrimination and without the imposition of quotas. There has been a definite determination that all such backgrounds should be represented and that no single type of background in any one of the colleges or major courses of study should dominate all others.

All applicants for admission to undergraduate schools have been required to take the College Entrance Board Examinations, and the results of these examinations along with the secondary school records have been given consideration by the officers of the Department of Admissions in determining the fitness of the applicant.

Alumni and alumnae groups have been actively enlisted to assist in the efforts to attract desirable students. This has been carried out each year by means of a special program of visitation to secondary schools by distinguished members of the faculty who have generously consented to travel extensively during the month of December. In each instance the program has been co-
DR. GEORGE WM. McCLELLAND has just introduced President Stassen at the University's opening exercises on September 27, 1948, in the picture above. The former Minnesota governor received the honorary degree of doctor of laws.

ordinated with the activities of alumni clubs. Other visitations by the Admissions officers have similarly benefited from the cooperation of local alumni.

Student Relations. The excellent range of student government has been extended, and in addition an All-University Student Council has been set up to provide the means for University-wide student participation, for an exchange of information and ideas between the respective colleges of the campus, and as an additional activity in which students can develop ability and obtain experience in leadership.

Annual dinners have been held in May, at the President's home, which were attended by members of the three principal student government councils: The All-University Student Council, the Undergraduate Council, and the Senate of the Women's Student Government Association. These three occasions were found to be a very important means of obtaining informed student opinion and of increasing the student understanding of University problems. In addition, frequent conferences with individual student leaders and with the various staff members of the Daily Pennsylvanian and the Pennsylvania News have been held.

SCHOLARSHIPS

As one phase of the effort to maintain a highly desirable student body, and for the purpose of assisting in providing educational opportunities to those not otherwise able to obtain them, a very extensive scholarship program has been carried on.

Scholarships of various types and the numbers granted during these four years have been as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Part Tuition</th>
<th>Tuition or Tuition Plus</th>
<th>Senatorials</th>
<th>Loan Scholarships</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1948/49</td>
<td>129</td>
<td>461 (40 stipends)</td>
<td>530</td>
<td>7</td>
<td>1127</td>
</tr>
<tr>
<td>1949/50</td>
<td>153</td>
<td>470 (46 stipends)</td>
<td>558</td>
<td>16</td>
<td>1197</td>
</tr>
<tr>
<td>1950/51</td>
<td>168</td>
<td>529 (56 stipends)</td>
<td>591</td>
<td>32</td>
<td>1322</td>
</tr>
<tr>
<td>1951/52</td>
<td>261</td>
<td>553 (55 stipends)</td>
<td>549 (full)</td>
<td>25</td>
<td>1431</td>
</tr>
<tr>
<td>1952/53</td>
<td>310</td>
<td>561 (54 stipends)</td>
<td>413 (full)</td>
<td>34</td>
<td>1577</td>
</tr>
</tbody>
</table>

Senatorial Scholarships. In the case of the Senatorial Scholarships, an effort has been made to increase the element of scholarship in appointments by requiring that a nominee have a minimum score of 500 in the College Entrance Board Examinations or be in the top forty per cent of his high school class.

It has been planned to raise this requirement gradually, and ultimately, if the Senators can be convinced that the step should be taken, to place these scholarships on a genuinely competitive basis with a certification of need from the local communities. It is believed that such an evolution in the Senatorial Scholarship program not only would be highly desirable from an educational standpoint, but would prove to be the best politics for the Senators themselves.

Benjamin Franklin Scholarships. A new group of scholarships known as the Benjamin Franklin Memorial Scholarships was instituted following a decision of the Trustees in September, 1950. Under these grants a limited number of students are admitted each year and receive full tuition and also a small stipend of $250 a year. Each recipient takes upon himself a moral commitment that, if he can do so during his lifetime without serious inconvenience, he will repay the money expended on his behalf so that it can be used to further the education of other students.

The high caliber of the students who have accepted these Benjamin Franklin Memorial Scholarships is a cause for deep satisfaction.

Graduate Scholarships. There is a need for a considerable increase in scholarships, especially on the graduate level. The Augustus Trask Ashton estate, under the will, admitted to probate on October 16, 1951, will provide, approximately fifteen years from now, the sum of $3,000,000 for graduate and engineering scholarships. In the interim, and continuing at all times, special efforts are needed to increase the number of graduate scholarships. The availability of an ample number of graduate scholarships not only is valuable in and of itself, but it has collateral benefits in attracting and retaining outstanding faculty members and in stimulating increased research.
FACULTY

Faculty Appointments. The policy followed with respect to faculty appointments, promotions, and salaries has been one of giving first priority to the maintenance of the strength of the outstanding department faculties, with second priority to the strengthening of faculties that needed special attention. This second priority has been pursued in the order of the importance of the departments in the total work of the University.

This policy was adopted with the conviction that it is not possible for every university to maintain outstanding faculties in every field of learning, for total resources are limited. Thus, if the effort is scattered, there will be diffusion to the point of mediocrity. It is important that the University should be outstanding in a number of departments and as strong as possible in the others.

This approach to the maintenance of departmental standards has been accompanied by a positive effort to guard against the tendency to ingrowth which is present in every institution, especially in an institution with the traditions and environment of the University of Pennsylvania.

It is natural to encourage the outstanding undergraduate student to continue his graduate study at the same institution and then to carry him forward as an instructor and on through the various levels of faculty rank to full professor. But if this tendency is followed to too great a degree in any department or college, there will be a serious lack of the fruitful cross-stimulation that results from close contact with other faculty groups on other campuses in the same field.

This problem has long been recognized at the University, and the only steps needed to arrest the trend were a factual analysis of the personnel of certain departments and the direction of the attention of the responsible academic officers to the situation when new appointments and promotions were being considered.

The superb leadership in academic administration and in scholarship of Provost Edwin B. Williams is currently apparent throughout the faculty.

Number of Faculty Members

<table>
<thead>
<tr>
<th></th>
<th>1948</th>
<th>1952</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
</tr>
<tr>
<td>Wharton</td>
<td>189</td>
<td>61</td>
</tr>
<tr>
<td>College</td>
<td>192</td>
<td>213</td>
</tr>
<tr>
<td>Moore</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>Towne</td>
<td>49</td>
<td>26</td>
</tr>
<tr>
<td>Fine Arts</td>
<td>17</td>
<td>5</td>
</tr>
<tr>
<td>Education</td>
<td>23</td>
<td>15</td>
</tr>
<tr>
<td>Graduate</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Social Work</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Law</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Medical</td>
<td>524</td>
<td>1099</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1047</td>
<td>1419</td>
</tr>
</tbody>
</table>

Faculty Salaries. In the inflationary trend of post-war years, faculty salaries in general in universities and colleges have lagged behind. The maximum financially feasible increases have been made in University of Pennsylvania faculty salaries during the four years. They have not been as great as I wish they could have been.

Increases of faculty salaries during the four years included a cost-of-living increase of 7½ per cent for professors, associate professors, and assistant professors and ten per cent for associates and instructors. This increase became effective September 1, 1952.

In addition considerable sums were distributed each year in merit increases of the faculty. The following figures reveal the additions to faculty salaries that were made during the four years.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1948-1949</td>
<td>$5,028,000</td>
</tr>
<tr>
<td>1949-1950</td>
<td>5,451,000</td>
</tr>
<tr>
<td>1950-1951</td>
<td>5,466,000</td>
</tr>
<tr>
<td>1951-1952</td>
<td>5,728,000</td>
</tr>
<tr>
<td>1952-1953</td>
<td>7,477,000</td>
</tr>
</tbody>
</table>

In 1947 the University established minimum salaries for the three professional grades. By 1952-1953 the average base salary in all grades was appreciably above the minimum, and, of course, the average of total earnings were as is shown by the tabulation below. Nevertheless, if the University is to compete successfully with other leading institutions in attracting and retaining the desired personnel, these minimums should now be raised.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Minimum Base Salary</th>
<th>Average Base Salary</th>
<th>Average Total Unit. Earnings*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>$6,000</td>
<td>$8,637</td>
<td>I.P.S.</td>
</tr>
<tr>
<td>Associate</td>
<td>$5,000</td>
<td>$6,235</td>
<td>N.I.P.S.</td>
</tr>
<tr>
<td>Assistant</td>
<td>$4,000</td>
<td>$5,395</td>
<td>**</td>
</tr>
<tr>
<td>Instructors</td>
<td>3,562</td>
<td>3,349</td>
<td>***</td>
</tr>
</tbody>
</table>

Academic Freedom. An essential for a great faculty is that its members be able to function in an atmosphere of true academic freedom and with a real sense of self-respect and free participation in the activities of the University, in the research of their respective fields, and in scholastic circles generally.

At the opening exercises of the University in 1948, the faculty was given personal assurance of the administration's belief in true academic freedom, and early discussions were held of the nature of that freedom, of its distinction from academic license, and of the vital need of a sense of responsibility to accompany that freedom. Complete respect for divergence of political, economic, scientific, and social viewpoints was assured. It was clearly stated, however, that the enslavement of a faculty member to an organization such as the world Communist organization directed by Moscow was considered to be an abrogation by the individual of his own academic freedom and consequently of having demonstrated his incompetence for teaching and research. Nevertheless, it was emphasized from the beginning that the judgment in cases of this kind should rest with the faculty themselves, just as in other questions of in-

*(Includes additional teaching, research, administrative salaries, etc.)
** (Including Professional Schools)
*** (Not including Professional Schools)
competence. The Lysenko case in Soviet Russia, in which the geneticist’s views were changed to conform to Communist doctrine by dictation of political control, was discussed as concrete evidence of the evil.

The maintenance of academic freedom of the University was seriously threatened, however, during the 1951 session of the Pennsylvania General Assembly when a Teachers’ Loyalty Oath Bill, extreme in its nature, was proposed at Harrisburg, and actually passed the House.

The prevailing political opinion was that passage of the bill could not be prevented, and that an attempt to block its enactment might endanger the vitally needed state appropriation for the University. The issue was considered so fundamental, however, that a carefully developed program, enlisting the other three state-aided Universities and leading to joint presentation to the Senate Committee in Harrisburg, was embarked on with the full consent of the Trustees. On that occasion I had the honor of presenting the following statement on behalf of the University of Pennsylvania: (The statement which listed eight reasons why the University opposed the Bill, was published in the June 1951 issue of the GAZETTE.—Ed.)

The Loyalty Bill was, so far as it affected the University, defeated, and in its place was enacted a measure which calls for an annual certification by the president of each state-aided institution setting forth the procedures the institution has adopted to determine whether it has reason to believe that any subversive persons are in its employ and what steps, if any, have been or are being taken to terminate such employment. The report also shall unequivocally set forth that the institution has no reason to believe any subversive persons are in its employ.

This substitute was willingly accepted as requiring a procedure that any president of an educational institution should unhesitatingly carry out, and the certifications have been made and accepted by the Governor of the Commonwealth.

During the past four-year period of close cooperation with the appropriate authorities and careful analysis of all proposed appointments, there have been no serious cases involving subversive activities, and only one case, which is not of major import and which does not involve a faculty member with permanent tenure, is under investigation at the present time.

University Senate. The faculty’s desire for increased participation in University affairs led to the establishment with the approval of the Trustees and of the administration on January 21, 1952, of a University Senate composed of all full-time faculty members holding the rank of professor, associate professor, or assistant professor. Its function is described as being “to provide an opportunity for the members thereof to discuss matters which they deem of general University interest and to make recommendations and pass resolutions with respect thereto."

The University Senate is obviously only in the initial stages of its development, but it is believed that it will be a constructive agency provided it is looked upon by the administration and the Trustees with sympathetic interest as a source of information, advice, and counsel, and provided further that it does not endeavor to make the key decisions that must remain as the responsibility of the Trustees and the administration.

Research. The encouragement of research in all departments of the University, to be carried on in conjunction with the conduct of teaching responsibilities, enriching that teaching as well as adding to knowledge, has been a conspicuous policy of the University. To implement this policy, a new position of Director of Sponsored Research was established on July 1, 1949, and Dr. Donald S. Murray was appointed to the post. A splendid increase in research projects in a wide variety of fields has since been observed.

The extent of this growth can be indicated, even though inadequately, by the financial figures. The total of sponsored research contracts, which for the fiscal year 1949 was $2,500,000, increased in the ensuing years to $2,725,000 in 1950, $2,765,000 in 1951, and $3,500,000 in 1952. Present indications are that it will exceed $4,000,000 in the current fiscal year.

It is very difficult to select a few outstanding projects from the hundreds that have been in operation during the period covered by this report. The following is by no means a complete list of important studies, but it does direct attention to areas in which significant results have been achieved.

Investigations of hepatic injury, hepatitis, and liver damage have been the subject of research conducted by Drs. Paul Gyorgy, Joseph Stokes, Jr., John R. Neefe, and others in the School of Medicine for the Department of the Army and the Public Health Service.

Dr. Julius H. Comroe has conducted an important investigation of burns of the respiratory tract and was a member of a team that investigated new methods and techniques of artificial respiration for the Army, Navy, and Air Force.
Dr. I. S. Ravdin and his staff have conducted very valuable studies in connection with burns, fractures, and plasma expanders for the Office of the Surgeon General.

Drs. Carl F. Schmidt and Christian J. Lambertsen have investigated the effects of high partial pressures on man for the Department of the Navy, a study which is of particular interest in connection with undersea warfare.

Dr. Thomas F. Anderson has applied modern biophysical techniques in the study of viruses for the Office of Naval Research.

Dr. David L. Drabkin has been conducting an unusually significant investigation of Cytochrome C for the Navy.

The work of the University in the fields of cancer and cardiovascular research is too extensive to be identified with any single department or agency. It suffices to say that studies in this field are being conducted in the Schools of Medicine, Dentistry, Veterinary Medicine, and Graduate Medicine, and in the Departments of Botany and Zoology. It can be pointed out that two entire floors of the new Gates Pavilion will be devoted to cancer and cardiovascular work.

In the field of the social sciences Dr. Raymond T. Bowman has been conducting a study of capacity and capital structure in metal fabricating industries for the Department of the Air Force, while the investigations of the Securities Research Unit in the field of over-the-counter securities have attracted national interest. The Institute for Urban Studies is deeply engaged in a research project on the problems of urban growth in the Morrisville area of the Delaware Valley which will be of great significance.

The Department of Physics has conducted a large-scale program concerned with basic aspects of nuclear physics and solid-state physics for the Department of Defense as well as the Atomic Energy Commission. Other valuable studies in this department have been conducted jointly with the Moore School on selenium and other semiconductors.

The work of the Moore School in the field of digital computers is known throughout the world. The ENIAC, which was developed in World War II, has been followed by the EDVAC, which was designed and constructed in the Moore School and is now in operation at the Ballistics Research Laboratory at Aberdeen, Maryland. Further work in this field has been continued and will lead to the construction of the new MSAC, which will remain at the University for use in connection with our new Computer Center. The Computer Center was established within the last year, and provides a wide range of complex equipment, including a Card Programmed Calculator, a Differential Analyzer as well as standard calculating facilities. This Center performs services for the Department of Defense, for industry, and for various University departments.

During the period in question the Moore School also designed, developed, and constructed a new type multichannel chronograph for the Ordnance Department of the Army.

In addition to these investigations the University has undertaken important secret projects for the Armed Services. (An extensive listing of honors that have come to faculty members has been omitted.—Ed.)

for March, 1953

ALWAYS IN ATTENDANCE at conferences of the Associated University of Pennsylvania Clubs, President Stassen is shown here chatting with President Robert G. Sproul of the University of California at the San Francisco AUPC Conference in 1959.

ENGINEERING AND SCIENTIFIC STUDIES

It was early apparent that a strengthening of the University’s engineering and scientific divisions was desirable. A study of the administrative structure led to the conclusion that this quadrant of studies needed coordinated leadership and representation on the University’s Executive Committee for both internal and external purposes. It was therefore recommended to the Trustees that the position of Vice-President in Charge of Engineering and Scientific Studies be established. This was done on November 16, 1951, and a prominent scientist-administrator, Dr. Charles W. MacGregor, accepted the appointment to this position on February 1, 1952.

The results of this leadership are already apparent, and it is believed that they will multiply in succeeding months and years.

UNIVERSITY FINANCES

Current Budget. It has been the firm policy of the University to conduct its current operations with a balanced budget. Balancing the budget has not been easy, but it has been done in each of the four fiscal years. Chief credit for achieving this goal should go to the Executive Vice-President, Mr. William H. DuBarry, who has had the task of filling the difficult and thankless and frequently criticized role of direct budgetary and financial supervision. But credit should also go to all of the officers of the University, and especially to the faculty, who gave such splendid service notwithstanding the inability of the University to increase salaries in pace with the inflation.

The most rigid economies were exercised, with close budgetary supervision over all types of expenses, including purchasing, maintenance of buildings and grounds, and other operations. But obviously these economies
would not have succeeded if additional income had not been obtained. The principal increase in income resulted from two increases in tuition, with an increase in the general fee adding an appreciable amount to the total. The changes in tuition and the general fee are given in the following table: (The table, which indicates the general rise of about $200 in yearly tuition in all schools since 1947-48, has been omitted because of space considerations.)

Although these increases no doubt have seemed quite high to many of those who pay the higher tuition, they by no means represent the actual increase in the cost of providing instruction nor the increase in ability to pay that is a part of the inflationary trend. For the inflated dollars now paid the University do not represent, in relationship either to personal income or to other indices, as high a real value as did the dollars of 1948. It was therefore considered not only fair to the student body but also highly desirable with respect to educational policy to raise the tuition so that high levels of instruction could be maintained rather than to provide a cut-rate education that would be seriously decreased in quality. It was recognized, however, that the increased rates would inflict hardship on many individuals whose ability to pay had not kept step with the general inflationary trend. A very considerable increase in the amounts available for scholarship aid was therefore included in the budget to cover needy cases.

A second important source of larger revenues came in the form of very proper increases in the administrative charges upon the many research contracts of the University.

A third source was found in the extremely important Annual Giving Program carried on by the alumni. This amount, which is treated as current income and is kept separate on the University’s books from all other giving for building and endowment purposes, totalled $722,596 in the last four years. The amount realized from this source in the academic year 1951-52 was over $210,000, representing approximately the income from an increase in endowments of $4,000,000.

Another source of added revenue was the state appropriations, which were also increased in a moderate amount. It should be borne in mind, however, that when these state funds are set off against senatorial scholarships and the expenses of the Veterinary School and the Medical School, very little remains for the general purposes of the institution.

Finally, it should be stated that exceptional ability of the Investment Committee and the Financial Vice-President, Mr. Henry R. Pemberton, in maintaining a high income from the endowment, averaging well over five per cent, was another important factor in keeping the current budget balanced.

The total current operations budget and its major items for the four years are as follows: (These figures are omitted because of space considerations. They are a breakdown of the University’s budget in 1948 [$19,220,000], 1949, 1950, 1951 and 1952 [$23,610,000].—Ed.)

It will be noted that in the final year students paid a slightly smaller percentage of the total cost than previously, and that endowments and other contributions bore a slightly larger percentage. This is as it should be.

UNIVERSITY ASSETS

Over the past four years the University has had a steady growth in its total net capital assets to the extent of approximately $12,000,000 of new net assets along with appreciation of more than $6,000,000, as is revealed below:

COMPARATIVE BALANCE SHEET SUMMARIES
June 30, 1948 and 1952

<table>
<thead>
<tr>
<th>Classification</th>
<th>1948</th>
<th>1952</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Total Plant Assets</td>
<td>$39,300,000</td>
<td>$51,700,000</td>
</tr>
<tr>
<td>II. Total Endowment and Currently Non-Expendable Funds (Including Assets held by corporate Trustees)</td>
<td>$32,100,000</td>
<td>$34,700,000</td>
</tr>
<tr>
<td>III. Total Other Assets</td>
<td>$8,600,000</td>
<td>$12,000,000</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$80,400,000</td>
<td>$98,400,000</td>
</tr>
</tbody>
</table>

I have been somewhat impatient because the rate of growth has not been even greater. I do hope, however, and, I believe, with some justification, that in addition to the tangible and visible increase in present assets, progress has been made toward the future realization of the great potentialities of our community through the gradual development of attitudes favorable to the University of Pennsylvania, which attitudes will find expression in the provision in every important estate set up in the Philadelphia community of adequate support for the University in one or more of its many worthwhile activities.

Between June 30, 1948, and July 1, 1952, gifts, pledges, and bequests to the University Fund totalled $13,465,988. Actual receipts on account of subscriptions amounted to

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1. Except for a small portion, values shown are book values, which do not reflect market appreciation of securities. This appreciation at June 30, 1952 amounted to $8,800,000 as compared to $2,000,000 at June 30, 1948.

2. External liabilities increased approximately $6,000,000.
Corporate Giving. Of highest importance in the building and development program, and in strengthening the financial position of the University, has been the establishment of new corporation giving. During the past four years 199 corporations have given $3,263,832. Of these 199 corporations, 85 had never given to the University of Pennsylvania before, and many of them had never previously given to any educational institution. In addition, 18 corporation-related foundations gave $686,045. Twelve of these had never previously contributed.

Unquestionably, this support from corporations and industry must constantly be broadened and strengthened, not only at the University of Pennsylvania, but generally among institutions of higher learning throughout the nation. As President, I have participated actively in the Association of American Colleges toward the development of a program of this kind.

PHYSICAL FACILITIES

The First Four Projects. The serious need for improved buildings and additional physical facilities on the campus has long been recognized. As a start in satisfying the most critical of these needs, a program for four priority projects was presented to the Trustees in April, 1949, with request for authority to proceed.

With the granting of this authority, the first project progressed rapidly with the generous support of alumni and friends of the institution, so that Dietrich Hall, constructed at a cost of approximately $2,400,000 exclusive of grounds and furnishings, is now occupied by the Wharton School. The building was named in honor of D. Wellington Dietrich in recognition of the principal gift of $500,000 from the two Dietrich brothers, H. Richard Dietrich, Wharton Class of 1930, and Daniel W. Dietrich, Wharton Class of 1924.

The Thomas Sovereign Gates Memorial Pavilion of the University Hospital, built at a cost of approximately $6,550,000, is nearing completion. Two floors are now being used, and the entire nine-story building should soon be in operation as a modern diagnostic clinic completely integrated with the medical facilities of the University for teaching, hospital care, and research.

These two projects were the first to be acted on because of a combination of circumstances. These were availability of site, the greater potentiality for giving, and the importance of the projects as a means of giving immediate impetus to the improvement of the campus as a whole.

The needed new building for the Physics Department was one of the four projects approved in 1949, but there was an unavoidable delay until the site could be made available. This involved the acquisition, through the City of Philadelphia Redevelopment Authority, of six small houses located on Chancellor Street between the Palestra and Walnut Street. With the acquisition and demolition of these structures and the final approval of plans, the contract is now ready to be let for the new Physics Building. (This contract was let last month. Story on page 18.—Ed.)

The fourth project is in fact the most important of all, and has been the most appealing to me; yet a combination of serious difficulties has led to its deferment. It now, however, has first place in a coordinated drive, and it is my earnest recommendation that it retain that first place and that every possible resource be marshalled for the purpose of providing at an early date a new home for the rich resources of the University of Pennsylvania Library, now in its third century of service.

Living in the Philadelphia area and closely associated with Philadelphia and its traditions are many families and individuals who could easily make possible this early construction by a substantial gift or gifts. It is therefore a matter of deepest personal regret that during the past four years I have been unable to persuade any of these individuals or families to make this vital contribution. I hope that either my successor or the Trustees or the spontaneous reflections of prospective donors will cause some of these individuals or families, or other donors to come forward and provide substantial support toward making a new Library a reality. For such a new building will be vastly important not only to the University, but to the community of Philadelphia and to mankind.

War Memorial Flagpole. A conspicuous and pleasing physical development on the campus has been the War Memorial Flagpole. This was made possible by the gift of Mr. Walter H. Annenberg, of the Class of 1931. It was recently completed with the installation of striking bronze sculpture by Mr. Charles Rudy. Designed by Mr. Grant Simon, and supervised by Mr. Sydney Martin, the memorial stands at the foot of Smith Walk, serving as a
lastling and tangible tribute to the Sons of Pennsylvania who gave their lives in the armed services of their country. It is appropriately inscribed with a quotation from S. Weir Mitchell, of the Class of 1848, as follows:

**THE UNIVERSITY OF PENNSYLVANIA**

*To Her Sons Who Died in the Service of Their Country "A brood of sturdy men who stood for freedom and for truth."*

**Future Development.** Grateful mention should be made in this report of the generous participation of the City of Philadelphia in the improvement of the University's physical facilities. Aid from the City has come principally through the Redevelopment Program, as in the assembling of the site for the new Physics Building. In commenting on this aid, special note should be made of the exceptional leadership of Mr. Edward Hopkinson, Jr., Chairman of the Philadelphia Planning Commission, and of the willing cooperation of the Mayor and other City officials.

Especially important will be the ultimate closing of Woodland Avenue and the routing of all trolleys through a subway. The contracts for the excavation of the subway have been let, and the chaos of underground construction is now being endured on the campus. But the reward will be that within two or three years green lawns will have replaced the rude thrust of Woodland Avenue through the center of the campus.

All of these improvements have followed closely the superb plan for campus development worked out by the committee under Sydney Martin, and approved by the Trustees in their November, 1948 meeting.

Subordinate to the new Library Building, but of very great importance, are many other needs at the University, all of which should be met as rapidly as the thoughtful and constructive support of friends and alumni, and wise financial policies can provide the means. These include the construction of new women's dormitory facilities and other buildings for women on the campus, an enlargement for the Law School, a new nurses' home, additional in-patient facilities at the Hospital, and a new wing for the Chemistry Department.

**ASSOCIATED INSTITUTIONS**

**Pennsylvania Hospital.** The agreement entered into with the Pennsylvania Hospital by the University on behalf of the Graduate School of Medicine is considered to be of very great importance. If this program can be fully implemented, it will yield tremendous dividends to both institutions and to medical science and care for the benefit of mankind.

**Wistar Institute.** After careful study and upon the approval of the Orphans' Court of the accounting of the Managers of the Wistar Institute, a reorganization has now been made of the Wistar Board which places Dr. Norman H. Topping, the brilliant Vice-President for Medical Affairs, and the deans of the medical group, on the Board. This should result in significant new research developments and a considerable expansion of the activity of the Wistar Institute.

**ATHLETICS**

**General Policy.** The policy of the University recognizes that an extensive program of intercollegiate and intramural athletics is a wholesome and desirable activity.

The governing policy was expressed to the Athletic Director on May 31, 1951, as follows: (Since Pennsylvania's athletic policy under President Stassen has been frequently reported in the Gazette, this statement is omitted.—Ed.)

Implementing this policy, a new Ivy Group Agreement was concluded on May 7, 1952, with the presidents of the other Ivy Group institutions. This agreement was approved by the Trustees in June, 1952, and has been approved by the Trustees of all Ivy Group colleges and universities.

Its provisions include the following: (This new agreement was reported at length in the September 1952 issue of the Gazette, and is omitted.—Ed.)

This agreement should place the Ivy Group relationships on a firm foundation in future years.

**Football Telecasting.** The N.C.A.A. television control program is regarded by the University of Pennsylvania as illegal and unwise; hence we have not participated in it, and have opposed it. Our opposition has thus far been unsuccessful, but it is believed only a question of time before the centralized control scheme sponsored by the N.C.A.A. will be abrogated and all universities and colleges will enjoy the same rights and freedom in this respect that they do in other matters.

**THE ALUMNI**

The alumni of the University of Pennsylvania are among the most loyal and friendly of any of the universities and colleges. The General Alumni Board, the Presidents, Mr. Edward R. Snyder, Judge Gerald F. Flood, Mr. Earl G. Harrison, and the Executive Secretary, Leonard C. Dill, Jr., have all cooperated in a superb manner. The alumnae have taken an increasingly active and constructive part, among whom Mrs. Ralph Cornman must receive particular comment for her effective leadership.

**BOARD OF TRUSTEES**

Of all that has occurred during these four years just completed, nothing has been more stimulating than my association with the Trustees. Mindful especially of the superlative leadership of Chairman Robert T. McCracken, and of the inspiring cooperation of the senior members, the Honorable George Wharton Pepper, and the late Samuel F. Houston, I can say with deep sincerity that I have never had the privilege of working with a finer group of devoted men.

Through these four years, many changes of policy were adopted, and a vast number of actions were taken concerning the rapidly expanding development program. Yet every decision made by the Trustees has been by a unanimous vote, and this fact has deeply significant implications for the welfare of the University.
The members of the Trustees on September 17, 1948, were as follows:

New members elected during the period were as follows:

The following were Trustees whose terms expired and who left the Board during the last four years:
Earl G. Harrison, Samuel R. Harrell, Hon. James H. Duff (Ex-officio), Gerald F. Flood and George A. Sagendorph.

The following Trustees have died during the last four years:
John A. Stevenson, Charles Sinker, C. Frederick C. Stout, Samuel F. Houston and Frederic L. Ballard.

The following Trustees have resigned during the last four years:
Charlton Yarnall and Francis H. Taylor.

The election of the President of the General Alumni Society as an ex-officio Trustee has seemed to be wise and has further strengthened the sound inter-relationships of the Trustees, alumni, and the administration.

Dr. George Wm. McClelland. It was indeed fortunate that my immediate predecessor, Dr. George William McClelland, was present to guide and counsel and assist me during these years. His life-long service in education and his many years at the University of Pennsylvania were invaluable in view of my own newness to both. No one ever received finer cooperation than I had from Dr. McClelland. I salute him in this report.

Dr. Katherine E. McBride. It was a source of added pleasure to be at the University at the time that the Trustees decided to elect the first woman Trustee, and in June, 1952, selected for that honor the very able President of Bryn Mawr College, Dr. Katherine E. McBride.

The Executive Committee. The association with the other members of the Executive Committee in the active direction of the University has been a happy one. Each of them has performed superb service to the University.

THE CURRENT DIRECTION

I conclude this report with a summary statement of the direction in which the University is currently moving toward the fulfillment of a number of projects and programs. I do so, not with any thought that any of these should be considered as rigid or in any way controlling of future action, but only that they may be recognized and more readily evaluated by those who in the future will be responsible for the welfare of the University. The order of listing does not reflect their relative importance.

1. The construction of a new Library building, and subordinate to that, of other facilities under the established campus plan.

2. The early provision of buildings for the more adequate and attractive conduct of the educational activities for the women students on the campus.

3. A re-examination of the grouping of departments and of the administrative relationships, both graduate and undergraduate, that exist between the College, the Wharton School, and the Scientific and Engineering divisions of the University.

4. The establishment of an ambitious and possibly unique program of graduate education designed to prepare exceptionally gifted young men and young women for public service on a policy-making level, this program to be carried on in cooperation with other universities and with the support of major foundations.

5. The adoption of a program of African Area Studies to be carried on in conjunction with an Africa House by means of foundation support that will be adequate to fill a vital national need.

6. The steady expansion of corporation support for college education in general and the University of Pennsylvania in particular.

7. An increase in scholarships, especially on the graduate level.

8. The establishment of a Center for Scientific and Engineering Study and Research, of a size and character consistent with the existing and growing importance of the surrounding industrial area and the traditions of the University.

9. An alert and intelligent and continuing defense of true academic freedom, based on the conviction that the best results in research and in teaching can be achieved only in a genuinely liberal atmosphere.

I close with an expression of abiding confidence in the future of the University of Pennsylvania. I believe that it will continue to serve the youth of the land, the nation, and all mankind in a manner in keeping with its inspiring traditions which originated with its founder, Benjamin Franklin, and his colleagues among the signers of the Declaration of Independence and the Constitution of the United States.

A frequent traveler, President Stassen is shown as he left on his 34,000-mile trip around the world in 1950.

for March, 1953