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Ursinus College 1970-1976: A Chronicle of Selected Events

Richard P. Richter
Ursinus College

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URSINUS COLLEGE 1970-1976
THE START OF ITS SECOND CENTURY

A CHRONICLE OF SELECTED EVENTS

Richard P. Richter

Collegeville, Pennsylvania, 1998

REPRINTED JULY 1999

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INSCRIPTION ABOVE THE ENTRANCE TO PFAHLER HALL.

"But still try, for who knows what is possible."

Faraday

INTRODUCTION

The years from 1970 to 1976 make up a pivotal period in the story of Ursinus College. As the period began, the college was celebrating its first hundred years and the start of its second century. At the same time, tensions were rising in the college community over important institutional principles and priorities. For the remainder of the six-year period, Ursinus people gave a good deal of their time and energy to disputes over these principles and priorities. The college was trying to maintain its course in the wake of the social, political, and educational upheavals of the late 1960s. It was doing so in a climate of national crisis--the product of chronic stagnation and inflation in the economy and of the heavy clouds caused by Vietnam and Watergate.

President William S. Pettit took office on 1 November 1970 and retired on 1 November 1976. Throughout, he stood at the center of the disputes, and he steered the college through the troubled climate. He had advice in these difficult tasks from his predecessor in office, Donald L. Helfferich, '21, (1958-1970), who stayed on the scene in the newly created position of Chancellor.

Although the disputes and pressures made these years unique, the events of the period also bore witness to the tenacity of traditional Ursinus life. Familiar faculty practices and student activities persisted in the face of changing times. The board of directors held to a cautious approach in education and management. The alumni remained grateful and loyal. The mission in liberal education prevailed.

This text is an attempt to reconstruct the chronological outline of what happened in that period. Along the way, it also seeks to recall something of the flavor and feeling of the time.

Chapter 1, *A Summary*, presents a chronologically organized listing of selected events. A single sentence states each dated event. Read from start to finish, this assemblage of facts should give readers a concise impression of the tide of life at Ursinus in the six-year period.

The remaining chapters expand upon the one-sentence items in Chapter 1. Following each item listed in Chapter 1, the title of a subsequent chapter and a page number appear in parentheses. They refer readers to the location of the additional information or comment dealing with that item. Example: (Conferring Credentials, p. 24)

Readers who turn to such an expanded note will find it in a chapter or subsection of a chapter also organized as a chronological listing. All the expanded notes in that chapter or subsection deal with the same functional topic. By reading that chronological collection of expanded notes from start to finish, readers may get an account of the major developments surrounding that topic during the entire 1970-1976 period.

The *Contents* page gives readers a bird's-eye view of all the chapter headings and their subheadings.

For the functional chapter headings and subheadings, I referred to a valuable book on archival practice: *Varsity Letters: Documenting Modern Colleges and Universities*, by Helen Willa Samuels (Metuchen, NJ & London: The Society of American Archivists and The Scarecrow Press, Inc., 1992). I have used nearly all the major categories recommended by Samuels as my chapter headings. I modified or omitted some of her subcategories to fit the circumstances at Ursinus and the nature of the available material.

The expanded notes do not treat events uniformly. Some are brief, some go on at length. As a whole, they no doubt omit a good deal of interesting or important information about Ursinus in this period. Sometimes they include material of slight significance to the larger institutional story. In truth, I allowed my personal recollections and experiences to influence these omissions and inclusions. I was vice president for administrative affairs throughout the 1970-1976 period. This gave me an unavoidable perspective on what took place and why.

I hope that readers will excuse whatever idiosyncrasies result from my selective approach to the chronicle. Perhaps some will even understand why I felt that the approach would have some value. It results in notes that permit a participant's personal slant without (I hope) blurring the facts.

This *Chronicle* originally appeared as the first of two parts in a spiral-bound volume dated 1998. The second part was an essay that sought to interpret the events chronicled in the first part: *An Interpretation: A Time for Dispute over Principles and Priorities*. I later revised that essay and printed it separately. The separate revised version superseded the original version found in the two-part volume. It was marked "Revised Fall 1998" on the cover. Readers should now consider that "Revised Fall 1998" essay as the companion piece to the present reprinted *Chronicle*. Except for this introduction, this reprinted *Chronicle* is identical to the original.

I thank Ursinus College for enabling me to undertake this project. David Mill and Charles Jamison of the Myrin Library staff at Ursinus have my gratitude for their generous assistance and encouragement. All faults in the text are my responsibility.

Richard P. Richter
July 1999

1.

A SUMMARY

Selected Events at Ursinus College, Chronologically Organized

For additional information and comment about events, refer to the chapters and the page numbers that appear in parentheses after each item in the following summary.

1970

7 January 1970 The URSINUS CENTENNIAL YEAR program continued with a speech by ABRAM L. SACHAR, chancellor of Brandeis University. (Promoting Culture, p. 138)

15 May 1970 The BOARD OF DIRECTORS adopted as policy the statement on "philosophic temper" delivered by President Helfferich on *15 January 1970*. (Sustaining the Institution, p. 100)

30 June 1970 The ALL-URSINUS ANNIVERSARY DRIVE successfully ended after three years (1967-1970) with \$2.9 million in private funds raised. (Sustaining the Institution, p. 122)

1 July 1970 ALLAN LAKE RICE, professor of German, received the Royal Order of the North Star from the King of Sweden. (Conveying Knowledge, p. 53)

15 August 1970 The college engaged a two-man SECURITY FORCE for the first time to protect students and property. (Sustaining the Institution, p. 131)

18 August 1970 PAUL R. WAGNER, '32, professor of biology and head of the pre-medical program, died suddenly while on vacation. (Conveying Knowledge, p. 53)

15 September 1970 The college submitted a response to its REGIONAL ACCREDITING ASSOCIATION on issues of faculty workloads. (Sustaining the Institution, p. 101)

25 September 1970 WILLIAM S. PETTIT was elected president of the college at a special meeting of the BOARD OF DIRECTORS, effective *1 November 1970*. (Sustaining the Institution, p. 108)

25 September 1970 The board of directors approved a statement of STUDENT FREEDOMS AND RESPONSIBILITIES. (Fostering Socialization, p. 65)

25 September 1970 The BOARD OF DIRECTORS set out restrictions on STUDENT POLITICAL ACTION. (Fostering Socialization, p. 66)

26 September 1970 The men's CROSS COUNTRY SQUAD, with two conference championships behind it, started the season on a winning note. (Fostering Socialization, p. 91)

8 October 1970 Mounting student objections to college policies caused a late-night PROTEST DEMONSTRATION. (Fostering Socialization, p. 67)

11 October 1970 Students held another PROTEST DEMONSTRATION, leading to a meeting with President-elect Pettit. (Fostering Socialization, p. 68)

22 October 1970 A senior faculty member, soon to retire, printed a letter critical of the PRESIDENTIAL SELECTION PROCESS. (Sustaining the Institution, p. 109)

22 October 1970 A small ad hoc committee of board members met with student representatives to air issues that led to PROTEST DEMONSTRATIONS. (Fostering Socialization, p. 68)

24 October 1970 "Six Ursinus Beauties" sought the title of HOMECOMING QUEEN as traditional college activities persisted. (Fostering Socialization, p. 86)

29 October 1970 The FORUM presented the Joan Kerr Dance Company from the Settlement Music School. (Promoting Culture, p. 138)

31 October 1970 PRESIDENT DONALD L. HELFFERICH (1958-1970) made his final statement to the board as he yielded office to President Pettit. (Sustaining the Institution, p. 110)

31 October 1970 The board of directors increased TUITION AND FEES for the 1971-72 academic year. (Sustaining the Institution, p. 115)

1 November 1970 WILLIAM S. PETTIT entered office as president of the college. (Sustaining the Institution, p. 108)

1 November 1970 RICHARD G. BOZORTH became academic dean and JAMES P. CRAFT, JR., became assistant academic dean. (Conveying Knowledge, p. 54)

1 November 1970 (approximate) The WOMEN'S FIELD HOCKEY TEAM defeated West Chester for the "mythical" national field hockey championship. (Fostering Socialization, p. 91)

4 November 1970 The men's SOCCER TEAM defeated Haverford College, coach Donald Baker's alma mater, for the first time in 25 years. (Fostering Socialization, p. 92)

13 November 1970 At its fall meeting, the BOARD OF DIRECTORS elected President Pettit a member of the board and approved new academic officers. (Sustaining the Institution, p. 110)

13 November 1970 The board received the draft of a constitution for the proposed COLLEGE UNION to be housed in the old Alumni Memorial Library building. (Fostering Socialization, p. 63)

13 November 1970 The board of directors created a NEW COMMITTEE ON STUDENT LIFE in response to student protests. (Fostering Socialization, p. 68)

14 November 1970 The FOOTBALL TEAM finished the season with three wins and five losses by defeating Haverford College. (Fostering Socialization, p. 92)

15 November 1970 WILLIAM S. PETTIT was formally inaugurated president at the FOUNDERS' DAY convocation. (Conferring Credentials, p. 29) (Sustaining the Institution, p. 111)

19 November 1970 STUDENT CRITICISM of the college came to a focus in a statement by the president of the Ursinus Student Government Association. (Fostering Socialization, p. 69)

2 December 1970 The faculty approved the formation of a COMMITTEE ON STUDENT LIFE, a product of negotiations following the October protest demonstrations. (Fostering Socialization, p. 71)

17 December 1970 The student newspaper editorialized that CURFEWS ON WOMEN STUDENTS in dormitories were a "lesson in hypocrisy." (Fostering Socialization, p. 71)

1971

9 February 1971 Some examples of recent or hoped-for advancements in the ACADEMIC PROGRAM were collected as background for fund-raising. (Conveying Knowledge, p. 38)

9 February 1971 The faculty COMPUTER COMMITTEE recommended that computing in some form be brought to campus. (Conveying Knowledge, p. 39)

18 February 1971 JAMES STELLAR, '73, running unopposed, became president of the URSINUS STUDENT GOVERNMENT ASSOCIATION. (Fostering Socialization, p. 71)

28 February 1971 (approximate) Men's athletics faced difficulty when the Eastern Collegiate Athletic Conference (ECAC) made freshmen at all colleges eligible for varsity play. (Fostering Socialization, p. 92)

1 March 1971 (approximate) President Pettit announced receipt of a \$50,000 gift from the RICHARD KING MELLON FOUNDATION for the new gymnasium. (Sustaining the Institution, p. 122)

3 March 1971 The faculty recommended that the board of directors approve increases in FACULTY REIMBURSEMENT for professional meetings. (Sustaining the Institution, p. 116)

4 March 1971 The *Weekly* discovered a bohemian counterculture in Curtis Hall basement. (Fostering Socialization, p. 86)

5 March 1971 The board of directors adopted the CENTURY II PROGRAM for academic advancement. (Sustaining the Institution, p. 122)

5 March 1971 The board approved a contract to relocate ATHLETIC PLAYING FIELDS and surface the track in the wake of the construction of Helfferich Hall. (Sustaining the Institution, p. 132)

5 March 1971 The board of directors established an EMERGENCY MANAGEMENT PLAN in case the president became incapacitated. (Sustaining the Institution, p. 111)

5 March 1971 The board of directors received a request from faculty members to put two FACULTY REPRESENTATIVES on the board. (Sustaining the Institution, p. 102)

11 March 1971 The campus community learned that President Pettit approved only half the number of OPEN DORMS recommended by the student life committee. (Fostering Socialization, p. 72)

18 March 1971 A survey revealed what students would favor if CURRICULAR CHANGES were proposed. (Conveying Knowledge, p. 39)

14 April 1971 The faculty selected SUMMER READING BOOKS for students who would enter in the fall. (Conveying Knowledge, p. 40)

14 April 1971 The faculty allowed seniors to participate in the COLLEGE SCHOLARS PROGRAM. (Conveying Knowledge, p. 40)

14 April 1971 Students holding SELF-HELP JOBS lost an appeal to change the prohibition against their possessing cars on campus. (Conferring Credentials, p. 27)

15 April 1971 (approximate) EUGENE H. MILLER, '33, became president of the National Social Science Honor Society, Pi Gamma Mu, for a four-year term. (Conveying Knowledge, p. 54)

2 May 1971 MYRIN LIBRARY was dedicated at an academic convocation featuring famed anthropologist LOREN EISELEY as keynote speaker. (Sustaining the Institution, p. 132)

5 May 1971 The faculty approved the constitution of a new BLACK STUDENT ALLIANCE. (Fostering Socialization, p. 72)

13 May 1971 RHEA DURYEA JOHNSON, '08, the first woman ever to serve on the board, died. (Sustaining the Institution, p. 103)

14 May 1971 WILLIAM F. HEEFNER, '42, gave an analytical report on past fund-raising and the purposes of the CENTURY II PROGRAM. (Sustaining the Institution, p. 123)

14 May 1971 The Student-Faculty-Administration Relations Committee recommended the

employment of a PSYCHOLOGICAL COUNSELOR. (Fostering Socialization, p. 73)

19 May 1971 The faculty elected a committee to study FACULTY SALARY structure and policies for increments. (Sustaining the Institution, p. 116)

6 June 1971 HARRISON SALISBURY was the guest speaker at commencement. (Conferring Credentials, p. 29)

6 June 1971 PATRICIA ANN MELLON was VALEDICTORIAN at the 100th annual commencement convocation. (Conferring Credentials, p. 29)

8 July 1971 JOHN C. VORRATH, JR., head of Romance Languages and former assistant dean, died at age fifty. (Conveying Knowledge, p. 54)

13 July 1971 The board approved the contracts for the renovation of PFAHLER HALL at a cost of \$362,000. (Sustaining the Institution, p. 132)

1 August 1971 The direction of the EVENING SCHOOL changed hands as ROBERT J. MYERS retired and CHARLES L. LEVESQUE joined the staff. (Conveying Knowledge, p. 62)

15 September 1971 FRESHMAN ORIENTATION took a sharp turn away from traditional harassment by upperclass students. (Fostering Socialization, p. 73)

15 September 1971 Three Ursinus WOMEN'S FIELD HOCKEY players returned to campus after a world tour with the US Field Hockey Association team. (Fostering Socialization, p. 92)

21 September 1971 The administration informed students and faculty of the status of the PLANT IMPROVEMENT PROGRAM in view of the inflation crisis. (Sustaining the Institution, p. 132)

30 September 1971 (approximate) The installation of pipes for the start of BOROUGH SEWER SERVICE to the campus began. (Sustaining the Institution, p. 133)

16 October 1971 President Pettit approved the student government's re-revised proposal for OPEN DORMS. (Fostering Socialization, p. 74)

30 October 1971 The ALUMNI ASSOCIATION mounted "the biggest Homecoming celebration in the history of Ursinus." (Conferring Credentials, p. 33)

1 November 1971 (approximate) The college bought the property that became OMWAKE HALL. (Sustaining the Institution, p. 133)

7 November 1971 At FOUNDERS' DAY, renowned artist ANDREW WYETH received an honorary degree. (Conferring Credentials, p. 30)

12 November 1971 President Pettit reported to the board on worsening FINANCIAL

CONDITIONS in Pennsylvania's colleges and universities. (Sustaining the Institution, p. 117)

12 November 1971 The college INVESTED \$500,000 of its permanent funds in The Common Fund, a mutual fund supported by the Ford Foundation. (Sustaining the Institution, p. 117)

16 November 1971 The WOMEN'S FIELD HOCKEY TEAM completed another undefeated season. (Fostering Socialization, p. 93)

19 November 1971 Ballad singer RONNIE HOLLYMAN performed in Wismer Hall as a special guest of President and Mrs. Pettit. (Promoting Culture, p. 139)

22 November 1971 The Academic Council evaluated a "statement of position" submitted by the Ursinus Student Government Association. (Conveying Knowledge, p. 40)

4 December 1971 The student ECOLOGICAL CONCERN GROUP completed a semester of collecting glass on campus and delivering it to a recycling center. (Fostering Socialization, p. 86)

4 December 1971 A team of MATHEMATICS MAJORS ranked high in a prestigious national competition among mathematics students. (Conveying Knowledge, p. 60)

10 December 1971 (approximate) DONALD G. BAKER, classicist and soccer coach, expressed his "philosophy of the game" at a national gathering of soccer coaches. (Fostering Socialization, p. 93)

13 December 1971 The women's campus council hosted a "new look" traditional CHRISTMAS BANQUET. (Fostering Socialization, p. 88)

15 December 1971 ACADEMIC COUNCIL responded to students who proposed the formation of a student-faculty curriculum committee. (Conveying Knowledge, p. 41)

30 December 1971 A 33,000-volt ELECTRICAL SUBSTATION began service to the campus. (Sustaining the Institution, p. 133)

1972

3 January 1972 MABEL PEW MYRIN, board member and benefactor, died. (Sustaining the Institution, p. 103)

12 January 1972 The FORUM PROGRAM for the first semester concluded with two short operas in concert. (Promoting Culture, p. 139)

7 February 1972 President Pettit urged departments to budget with economy in mind, owing to added debt service and increasing costs of operation from INFLATION. (Sustaining the Institution, p. 117)

8 February 1972 Professor of physics JOHN J. HEILEMANN died at the age of 64. (Conveying Knowledge, p. 54)

9 February 1972 MAYA ANGELOU, author of the 1970 best-seller, *I Know Why the Caged Bird Sings*, spoke in the college FORUM PROGRAM. (Promoting Culture, p. 140)

9 February 1972 Academic Council recommended that the faculty approve the addition of INTERDEPARTMENTAL COURSES OF STUDY. (Conveying Knowledge, p. 41)

14 February 1972 KEVIN AKEY, '73, new USGA president, announced that President Pettit approved weekly OPEN DORMS for men. (Fostering Socialization, p. 75)

3 March 1972 The board of directors elected ALEXANDER LEWIS, '38, as a new member. (Sustaining the Institution, p. 104)

3 March 1972 At the board meeting, President Pettit eulogized MABEL PEW MYRIN. (Sustaining the Institution, p. 103)

3 March 1972 RICHARD G. BOZORTH, dean of the college, in a report to the board on academic planning, characterized the administration's approach. (Conveying Knowledge, p. 41)

3 March 1972 The board approved for sale the PENNSYLVANIA FOLKLIFE SOCIETY property in Lancaster County. (Sustaining the Institution, p. 104)

4 March 1972 The INTERNATIONAL RELATIONS CLUB held a model United Nations conference for high school students in the area. (Promoting Culture, p. 140)

12 March 1972 PROTREATRE presented Peter Weiss's *Marat/Sade* while Chancellor D. L. Helfferich was casting for *You Can't Take It With You*. (Fostering Socialization, p. 83)

13 April 1972 Three CHEMISTRY MAJORS won external awards for their high academic achievement. (Conveying Knowledge, p. 61)

18 April 1972 The campus BLACKED OUT for nine hours starting at 1:30 pm when an electric transformer malfunctioned. (Sustaining the Institution, p. 133)

26 April 1972 ACADEMIC COUNCIL discussed teaching problems to come when an expected decline in SAT scores of entering students began. (Conveying Knowledge, p. 42)

3 May 1972 A course in MINORITIES IN AMERICA was added to the history curriculum. (Conveying Knowledge, p. 42)

3 May 1972 President Pettit told faculty of constraints needed to assure the FINANCIAL SOLVENCY of the college. (Sustaining the Institution, p. 118)

10 May 1972 ADMISSIONS results were satisfactory but showed a downward tilt.

(Conferring Credentials, p. 23)

12 May 1972 FRINGE BENEFITS for faculty and other full-time employees expanded with a new total disability insurance program through TIAA. (Sustaining the Institution, p. 118)

12 May 1972 ROBERT B. ANDERSON, a member of the extended Pew family, joined the board of directors to represent the interest of the Glenmede Trust Company. (Sustaining the Institution, p. 105)

12 May 1972 CHARLES L. LEVESQUE, director of the EVENING SCHOOL, reported to the board on Evening School enrollment and its long-term objectives. (Conferring Credentials, p. 23) (Conveying Knowledge, p. 62)

12 May 1972 Communication from faculty to the board called for SALARY IMPROVEMENTS to meet the rising cost of living. (Sustaining the Institution, p. 118)

4 June 1972 ASHLEY MONTAGU was guest speaker at commencement in Helfferich Hall. (Conferring Credentials, p. 30)

19 June 1972 The campus escaped major damage from HURRICANE AGNES, which inundated Perkiomen Bridge Hotel. (Sustaining the Institution, p. 133)

20 June 1972 (approximate) The URSINUS COLLEGE WOMEN'S CLUB extended its long support of the college with a gift in honor of LOIS (HOOK) BROWNBACK, '20. (Sustaining the Institution, p. 124)

30 June 1972 THE CENTURY II PROGRAM, seeking \$5,450,000 over five years (1970-75), raised \$1,998,075 in 1971-72. (Sustaining the Institution, p. 125)

30 June 1972 Memorable FACULTY MEMBERS departed the classroom through retirement or death, while new faculty members arrived to start new traditions. (Conveying Knowledge, p. 55)

1 July 1972 (approximate) The "NEW" GYM, a World War II surplus item, disappeared to make room for HELFFERICH HALL. (Sustaining the Institution, p. 133)

21 July 1972 The American Council on Education reported that a downward ENROLLMENT trend for the fall would leave vacancies at colleges across the nation. (Conferring Credentials, p. 23)

1 August 1972 Restoration of BOMBERGER HALL began. (Sustaining the Institution, p. 134)

10 August 1972 Work on the conversion of the old Alumni Memorial Library into the COLLEGE UNION began. (Fostering Socialization, p. 63) (Sustaining the Institution, p. 134)

3 September 1972 JAMES L. BOSWELL, professor of economics for nearly 40 years, died at age 84. (Conveying Knowledge, p. 58)

15 September 1972 ENROLLMENT for the 1972-73 academic year held steady but showed signs of student uncertainty. (Conferring Credentials, 24)

28 September 1972 DUTCH ELM DISEASE, decimating the campus population of trees, provoked talks on new ways of fighting the problem. (Sustaining the Institution, p. 134)

7 October 1972 Parents' Committee leaders welcomed fellow parents to the annual PARENTS' DAY. (Sustaining the Institution, p. 125)

12 October 1972 GERALD M. EDELMAN, '50, received the NOBEL PRIZE for medicine, topping a list of alumni high achievers. (Conferring Credentials, p. 34)

21 October 1972 HELFFERICH HALL was dedicated, in conjunction with Homecoming Day and Founders' Day. (Conferring Credentials, p. 30) (Sustaining the Institution, p. 135)

26 October 1972 The women's FIELD HOCKEY TEAM under new head coach ADELE BOYD, '53, played to a tie in the mythical national championship game. (Fostering Socialization, 93)

28 October 1972 Low attendance at a Halloween dance prompted organizers to wonder why Ursinus was a "SUITCASE COLLEGE." (Fostering Socialization, p. 88)

1 November 1972 The faculty approved the start of the NATIONAL GERMAN HONORARY AND SOCIAL FRATERNITY. (Fostering Socialization, p. 88)

1 November 1972 (approximate) President Pettit's fall message to alumni emphasized that the College was newly poised to "develop wisdom" in students. (Sustaining the Institution, p. 111)

1 November 1972 THE FACULTY approved the start of COMPREHENSIVE EXAMINATIONS as a graduation requirement for some majors. (Conveying Knowledge, p. 42)

11 November 1972 The FOOTBALL TEAM ended a 5-3 season with a win over Trenton State College. (Fostering Socialization, p. 93)

15 November 1972 Professor MARVIN J. REED of history chaired the first meeting of an ad hoc CALENDAR INVESTIGATING COMMITTEE. (Conveying Knowledge, p. 42)

17 November 1972 President Pettit reported that the 1971-72 fiscal year ending June 30 showed a "MINISCULE DEFICIT." (Sustaining the Institution, p. 118)

17 November 1972 WILLIAM F. HEEFNER, '42, spoke about the long-range context of the short-term CENTURY II program. (Sustaining the Institution, p. 126)

17 November 1972 The board created a new POOLED INCOME FUND to encourage charitable remainder gifts to the college. (Sustaining the Institution, p. 126)

21 November 1972 USGA officers met with President Pettit to discuss the pros and cons of engaging a PSYCHOLOGICAL COUNSELOR for students. (Fostering Socialization, p. 75)

2 December 1972 Directed by JOYCE HENRY, the PROTHEATRE acting group performed *The Fantastiks*, then the longest-running production in American history. (Fostering Socialization, p. 83)

6 December 1972 Faculty members asked whether the CENTURY II program would be adequate to improve FACULTY SALARIES. (Sustaining the Institution, p. 119)

8 December 1972 The first meeting of the COLLEGE UNION Governing Board took place. (Fostering Socialization, p. 63)

28 December 1972 The college received payment of a \$100,000 grant from THE KRESGE FOUNDATION to support the COLLEGE UNION. (Sustaining the Institution, p. 126)

1973

12 January 1973 An ad hoc faculty committee released survey findings showing the extent of POSTGRADUATE EDUCATION achieved by Ursinus alumni. (Conferring Credentials, p. 34)

13 January 1973 The MEN'S BASKETBALL TEAM and staff heroically rescued victims of an explosion at a restaurant after a game with Juniata College. (Fostering Socialization, p. 94)

1 February 1973 President Pettit asked alumni to help ward off a "DEPRESSION IN HIGHER EDUCATION." (Sustaining the Institution, p. 112)

1 February 1973 A warning went up from the administration that CENTURY II would bring less advancement than originally expected. (Sustaining the Institution, p. 126)

14 February 1973 The URSINUS COLLEGE UNION announced the opening of its doors for the first time at 8:30 am on 19 February 1973. (Fostering Socialization, p. 64)

15 February 1973 The FINANCIAL AID officer met with peers from other Pennsylvania private colleges to seek uniformity in procedures for awarding aid. (Conferring Credentials, p. 28)

15 February 1973 DAVID ZIMMERMAN, '74, was elected president of the URSINUS STUDENT GOVERNMENT ASSOCIATION. (Fostering Socialization, p. 76)

22 February 1973 A student athlete voiced his criticism of MEN'S ATHLETICS at Ursinus. (Fostering Socialization, p. 94)

28 February 1973 ALBERT REINER, head of Romance languages, received approval for a summer study abroad program for academic credit. (Conveying Knowledge, p. 43)

1 March 1973 Four academic departments began using new MINI-COMPUTERS. (Conveying Knowledge, p. 43)

27 March 1973 The college rented athletic facilities to PERKIOMEN VALLEY HIGH SCHOOL to help the school district during its major construction program. (Sustaining the Institution, p. 135)

25 April 1973 Enrollment of EVENING SCHOOL part-time students was dropping. (Conferring Credentials, p. 24)

2 May 1973 The faculty adopted a new NUMBERING SYSTEM FOR COURSES to show the normal year in which the course was taken. (Conveying Knowledge, p. 43)

3 May 1973 The TRAVELIN' VI student concert took place in the Wismer Hall, perpetuating a talent show in memory of a student who died in an accident. (Fostering Socialization, p. 83)

7 May 1973 At a special convocation, The MEN'S BASKETBALL TEAM and staff received honors for their heroic rescue work at a motel explosion. (Fostering Socialization, p. 95)

11 May 1973 Faculty advisors reported to the board on a "committee to develop VOLUNTEER SERVICE among students." (Fostering Socialization, p. 86)

11 May 1973 THE CENTURY II PROGRAM counted \$3.45 million raised toward the \$5.45 million goal. (Sustaining the Institution, p. 127)

12 May 1973 The MEN'S TRACK SQUAD completed its twelfth consecutive winning season with a 9-1 record. (Fostering Socialization, p. 95)

1 June 1973 Former student workers in the dining room and kitchen set up a scholarship fund to honor veteran steward JOSEPH LYNCH. (Sustaining the Institution, p. 127)

2 June 1973 WALTER WM. TROPP, '34, completed four years as president of the Alumni Association, and GLENN E. ESHBACH, '39, succeeded him. (Conferring Credentials, p. 35)

3 June 1973 ROD MACLEISH was guest speaker at the COMMENCEMENT CONVOCATION in Helfferich Hall. (Conferring Credentials, p. 30)

3 June 1973 A graduating senior reflected on CHANGES during his four years at Ursinus. (Fostering Socialization, p. 89)

7 June 1973 The faculty reinstated an old CLASS CUT RULE, applicable only to first-year students. (Conveying Knowledge, p. 43)

10 June 1973 (approximate) Seven students went to France with ALBERT REINER in the first Summer Plan Abroad. (Conveying Knowledge, p. 61)

11 June 1973 Ursinus received its annual distribution of funds from THE FOUNDATION FOR INDEPENDENT COLLEGES. (Sustaining the Institution, p. 127)

13 June 1973 The federal Cost of Living Council included college tuition and fees in a 60-day price freeze to deal with THE INFLATIONARY ECONOMY. (Sustaining the Institution, p. 119)

24 June 1973 The PHILADELPHIA 76ERS professional basketball team Rookie Camp began, bringing novelty to the auxiliary utilization of college facilities. (Sustaining the Institution, p. 135)

18 July 1973 The AMERICAN STUDIES PROGRAM for Japanese students from Tohoku Gakuin University in Sendai, Japan, began. (Conveying Knowledge, p. 44)

1 September 1973 Changes in courses for 1973-74 showed a trend toward less rigid CURRICULUM REQUIREMENTS. (Conveying Knowledge, p. 45)

1 September 1973 RUSSIAN LANGUAGE instruction disappeared from the foreign language curriculum offerings owing to continuing low enrollments. (Conveying Knowledge, p. 45)

15 September 1973 WILLIAM B. WILLIAMSON, head of philosophy and religion, added another title to a growing list of his publications. (Conveying Knowledge, p. 58)

20 September 1973 The Philosophy and Religion Department for the first time offered an introductory SURVEY OF RELIGION COURSE. (Conveying Knowledge, p. 45)

20 September 1973 RECRUITMENT of new students for the 1973-74 year was a success, but upper-class attrition cut the total enrollment. (Conferring Credentials, p. 24)

1 October 1973 Student government leaders learned that the administration did not approve a recommendation to extend OPEN DORM visitations. (Fostering Socialization, p. 76)

2 October 1973 EUGENE H. MILLER, '33, announced to faculty colleagues that the new FACULTY LOUNGE in renovated Bomberger Hall was for all faculty and staff members. (Sustaining the Institution, p. 112)

11 October 1973 VOLUNTARY CHAPEL programs began in the newly created meditation chapel of renovated BOMBERGER HALL. (Fostering Socialization, p. 85)

16 October 1973 USGA turned attention from OPEN DORM policy to the problem of noise during evening hours in Myrin Library. (Fostering Socialization, p. 77)

17 October 1973 LORD CARADON, former UK representative at the United Nations, spoke on new initiatives in international affairs. (Promoting Culture, p. 140)

24 October 1973 A small group of college people and townspeople commemorated the 28th anniversary of THE UNITED NATIONS. (Fostering Socialization, p. 85)

25 October 1973 The SHAW-BERNARD COLLECTION reopened after a decade of being in storage. (Promoting Culture, p. 140)

3 November 1973 PROTREATRE began its year with three one-act plays in its new venue, the old snack shop. (Fostering Socialization, p. 83)

7 November 1973 THE COLLEGE UNION organized the creation of a giant U-shaped banana split 600 feet in total length. (Fostering Socialization, p. 64)

8 November 1973 The CHEMISTRY DEPARTMENT commemorated its long-time leader, RUSSELL STURGIS, with a portrait by ELLWOOD S. PAISLEY, '13. (Conveying Knowledge, p. 59)

11 November 1973 After debate, the faculty approved an increase in the hours of observation required of STUDENT TEACHERS. (Conveying Knowledge, p. 45)

14 November 1973 THATCHER LONGSTRETH, president of the Greater Philadelphia Chamber of Commerce and mayoral candidate, spoke on megalopolis 1984. (Promoting Culture, p. 140)

15 November 1973 The SOCRATIC CLUB, a faculty forum for scholarly interests, heard its first lecture, delivered by GEORGE FAGO of psychology. (Conveying Knowledge, p. 59)

16 November 1973 Ursinus reportedly was the only college of its size in the region without a COMPUTER PROGRAM. (Conveying Knowledge, p. 45)

16 November 1973 NON-RENEWAL of the contract of a non-tenured professor, approved by the board, precipitated a controversial appeal. (Conveying Knowledge, p. 59)

16 November 1973 President Pettit called for a "supreme effort" to improve FACULTY SALARIES. (Sustaining the Institution, p. 119)

18 November 1973 BOMBERGER MEMORIAL HALL, refurbished and restored, officially reopened at Founders' Day. (Sustaining the Institution, p. 135)

18 November 1973 At FOUNDERS' DAY ceremonies in Bomberger Hall, four notables received honorary degrees. (Conferring Credentials, p. 31)

5 December 1973 The dean of ADMISSIONS, reporting on results to date, outlined problems faced in assembling a new class. (Conferring Credentials, p. 25)

1974

14 January 1974 GEOFFREY HIGGINS, '75, newly elected president of the USGA, pursued a goal of better communications and "social integration." (Fostering Socialization, p. 77)

6 February 1974 An ad hoc faculty committee began a re-evaluation of THE INTEGRATED CMP COURSE (Chemistry-Math-Physics). (Conveying Knowledge, p. 46)

14 February 1974 The administration reported that the campus community was adjusting well to the enforced REDUCTIONS IN USAGE caused by the OIL CRISIS. (Sustaining the Institution, p. 136)

15 February 1974 The WOMEN'S GYMNASTIC TEAM took second place in the first intercollegiate gymnastics meet in Ursinus history. (Fostering Socialization, p. 95)

21 February 1974 The *Weekly* reprinted the complete STUDENT BILL OF RIGHTS AND RESPONSIBILITIES of 25 September 1970. (Fostering Socialization, p. 78)

21 February 1974 A student writer wondered whether Ursinus would survive THE AQUARIAN AGE. (Fostering Socialization, p. 89)

22 February 1974 A varied and week-long FESTIVAL OF THE ARTS began. (Fostering Socialization, p. 84)

14 March 1974 STREAKING, dashing nude across a public campus place, often in a group, provoked comment on the Ursinus campus. (Fostering Socialization, p. 90)

15 March 1974 DORMITORY RULES FOR WOMEN were equalized with those for men in accordance with Pennsylvania human relations requirements. (Fostering Socialization, p. 78)

20 March 1974 (approximate) Two political science professors presented research papers at the International Studies Association convention in St. Louis. (Conveying Knowledge, p. 59)

5 April 1974 Breaking with a campus Christmas tradition, music director DERQ HOWLETTE moved the annual MESSIAH performance to the Easter season. (Fostering Socialization, p. 84)

19 April 1974 JEANE DIXON, the popular seer of future events, appeared in Helfferich Hall. (Fostering Socialization, p. 65)

20 April 1974 BRUCE SPRINGSTEEN, still emerging as a rock star, made his second appearance at Ursinus. (Fostering Socialization, p. 84)

25 April 1974 Two English professors received post-doctoral research GRANTS FROM THE NATIONAL ENDOWMENT FOR THE HUMANITIES. (Conveying Knowledge, p. 60)

25 April 1974 The CHOIR OF THE UNIVERSITY OF PARAIBA OF JOAS PESSOS of Brazil

appeared in the forum. (Promoting Culture, p. 141)

29 April 1974 CYRUS H. GORDON of Brandeis University spoke in the forum on the ancient Viking visit to Vineland in North America. (Promoting Culture, p. 141)

9 May 1974 PROTREATRE presented Bertolt Brecht's *Caucasian Chalk Circle* in the Bearpit Theatre, the old snack shop. (Fostering Socialization, p. 84)

9 May 1974 Five Ursinus women became members of the US LACROSSE ALL-COLLEGE TEAM. (Fostering Socialization, p. 95)

10 May 1974 The BOARD OF DIRECTORS disapproved a student request for representation on the board. (Sustaining the Institution, p. 105)

10 May 1974 The PRE-MED COMMITTEE chair made a report on strengths and weaknesses to the board of directors. (Conveying Knowledge, p. 46)

10 May 1974 The college conceived a "3 PLUS 3 PLAN" to permit students to graduate in three years on an accelerated schedule. (Conveying Knowledge, p. 46)

2 June 1974 GERALD M. EDELMAN, '50, Nobel laureate, and JOHN H. WARE, 3RD, accepted honorary degrees at commencement. (Conferring Credentials, p. 31)

5 June 1974 The college inaugurated a summer course in PENNSYLVANIA DUTCH ETHNIC STUDIES. (Conveying Knowledge, p. 47)

15 June 1974 (approximate) ROBERT F. SING, '75, won the national NCAA Division III javelin championship. (Fostering Socialization, p. 95)

30 June 1974 REV. MILTON E. DETTERLINE resigned from the staff as alumni director and chaplain. (Conferring Credentials, p. 36) (Fostering Socialization, p. 85)

1 July 1974 (approximate) The old snack shop in the center of campus became a new DRAMATIC ARTS WORKSHOP. (Conveying Knowledge, p. 47)

20 July 1974 The ADMISSIONS OFFICE augmented its staff of recruiters with the hiring of MARY LOU GRUBER. (Conferring Credentials, p. 25)

20 August 1974 Incoming students were reading their SUMMER BOOK ASSIGNMENTS by Robert L. Heilbroner and B. F. Skinner. (Conveying Knowledge, p. 48)

16 September 1974 The faculty gave its approval to an effort to enforce observance of rules on INITIATION by Greek-letter groups. (Fostering Socialization, p. 90)

20 September 1974 RECRUITMENT for the 1974-75 year produced the largest entering group of new students in the history of the college, more than 400. (Conferring Credentials, p. 25)

30 September 1974 President RICHARD M. NIXON'S resignation over WATERGATE provoked an editorial comment in the *Ursinus Bulletin*. (Conveying Knowledge, p. 48)

25 October 1974 The WOMEN'S FIELD HOCKEY TEAM defeated West Chester State College in the "mythical" national championship game. (Fostering Socialization, p. 95)

26 October 1974 Fifty-seven alumni athletes entered the newly established URSINUS HALL OF FAME FOR ATHLETES. (Fostering Socialization, p. 96)

26 October 1974 The administration building, opened in 1970, was dedicated as CORSON HALL in honor of PHILIP and HELEN CORSON. (Sustaining the Institution, p. 136)

26 October 1974 Three NOTEWORTHY ALUMNI received honorary degrees at the FOUNDERS' DAY convocation. (Conferring Credentials, p. 32)

30 October 1974 Flutist JANET KETCHUM and classical guitarist PETER SEGAL performed at the morning forum. (Promoting Culture, p. 141)

6 November 1974 The faculty approved additions and changes to the offerings in the PSYCHOLOGY DEPARTMENT. (Conveying Knowledge, p. 49)

8 November 1974 The faculty voted to terminate the integrated program for freshman science majors, CHEMISTRY-MATH-PHYSICS (CMP). (Conveying Knowledge, p. 49)

8 November 1974 Leaders of fraternities and sororities learned of new faculty rules to correct perceived excesses in PLEDGING BEHAVIOR. (Fostering Socialization, p. 90)

15 November 1974 Ursinus took a forward step in its COMPUTER PROGRAM by starting as a long-distance user of the services of Dartmouth College. (Conveying Knowledge, p. 50)

15 November 1974 The CENTURY II program neared its general goal but was falling short of goals to enrich faculty and academic programs. (Sustaining the Institution, p. 128)

15 November 1974 The board approved a special SALARY SUPPLEMENT because of the effects of inflation on purchasing power of faculty and staff. (Sustaining the Institution, p. 120)

4 December 1974 An ad hoc faculty committee on attrition reported on findings from a student survey and made recommendations for STUDENT RETENTION. (Conferring Credentials, p. 26)

1975

8 January 1975 President Pettit reported to faculty on successes and failures of the plan for financial resources. (Sustaining the Institution, p. 128)

15 January 1975 A new course in COMPUTER PROGRAMMING appeared in the curriculum, taught by PETER JESSUP. (Conveying Knowledge, p. 50)

30 January 1975 (approximate) CHARLES REESE, '76, as new USGA president, pursued a policy of communications and education of students about privileges. (Fostering Socialization, p. 79)

18 February 1975 JESSICA SAVITCH, woman television anchor, spoke in the forum on her pioneering role in the emergence of professional women. (Promoting Culture, p. 141)

27 February 1975 The start of a COMPUTER PROGRAM rekindled old humanities-sciences conflicts. (Conveying Knowledge, p. 51)

28 February 1975 The dean of women suspended OPEN HOUSES in women's dorms in reaction to "gross infractions" the week before. (Fostering Socialization, p. 80)

3 April 1975 An editorial brought renewed attention to the student unhappiness with the colleges' policy on OPEN DORMS. (Fostering Socialization, p. 80)

3 April 1975 An ALUMNI-STUDENT COMMITTEE exposed students to opportunities for careers in the new world of computers. (Conferring Credentials, p. 36)

11 April 1975 THE MEISTERSINGERS choral group packed bags for their annual spring tour, continuing a tradition valued by students. (Fostering Socialization, p. 84)

25 April 1975 President Pettit announced a BUDGET addition for faculty salary increases in 1975-76 at a special faculty gathering. (Sustaining the Institution, p. 120)

1 May 1975 The USGA published the results of a survey of STUDENT OPINION about campus issues. (Fostering Socialization, p. 81)

1 May 1975 A student columnist criticized the college's emphasis on HOLDING DOWN OPERATING EXPENDITURES. (Sustaining the Institution, p. 120)

16 May 1975 Men's TRACK AND CROSS COUNTRY TEAMS added another year to their long string of winning seasons. (Fostering Socialization, p. 96)

16 May 1975 The board approved a 1975-76 OPERATING BUDGET showing a half-million dollar deficit. (Sustaining the Institution, p. 121)

31 May 1975 CHARLES W. GEORGE, '35, received the 1975 ALUMNI AWARD at Alumni Day. (Conferring Credentials, p. 36)

1 June 1975 BRENDAN GILL spoke at commencement and a future board president received an honorary degree. (Conferring Credentials, p. 32)

5 June 1975 Faculty elected three colleagues to a committee to review the FACULTY HANDBOOK, consult with the administration, and recommend changes. (Sustaining the Institution, p. 105)

25 June 1975 PENNSYLVANIA DUTCH STUDIES expanded to include dialect studies and other cultural areas. (Conveying Knowledge, p. 51)

30 June 1975 The five-year CENTURY II fund-raising program ended with \$5,695,879 raised, more in toto than the goal announced in 1970. (Sustaining the Institution, p. 128)

30 June 1975 The 1974-75 fiscal year closed with a small OPERATING DEFICIT of \$7,000. (Sustaining the Institution, p. 121)

1 July 1975 The high school FOREIGN LANGUAGE REQUIREMENT for entering students was liberalized for Evening School students. (Conferring Credentials, p. 26)

1 July 1975 THOMAS J. BEDDOW, '36, became new chair of the board DEVELOPMENT COMMITTEE on completion of the CENTURY II program. (Sustaining the Institution, p. 129)

1 July 1975 HENRY W. PFEIFFER, '48, began a two-year term as president of the ALUMNI ASSOCIATION. (Conferring Credentials, p. 36)

1 July 1975 HARRY E. (CHUCK) BROADBENT, '69, became head of Myrin Library, replacing CALVIN D. YOST, JR., '30. (Conveying Knowledge, p. 60)

20 August 1975 Incoming students were reading their SUMMER BOOK ASSIGNMENTS by Peter Benchley and Piers Paul Read. (Conveying Knowledge, p. 51)

30 August 1975 President Pettit hinted at the discomfort caused by growing public pressure on his decision-making responsibilities. (Sustaining the Institution, p. 112)

31 August 1975 EVERETT M. BAILEY retired as DIRECTOR OF ATHLETICS and head of HEALTH & PHYSICAL EDUCATION. (Fostering Socialization, p. 96)

13 September 1975 Ursinus was designated a NATIONAL BICENTENNIAL COLLEGE by the American Revolution Bicentennial Administration. (Promoting Culture, p. 141)

19 September 1975 WALTER W. MARSTELLER, '49, associate professor of physics, died. (Conveying Knowledge, p. 60)

20 September 1975 RECRUITMENT for the 1975-76 year, contradicting expectations, produced a favorable enrollment. (Conferring Credentials, p. 26)

24 September 1975 (approximate) NINA DEUTSCH, pianist and lecturer, played to the acclaim of the campus audience but received criticism for her speaking. (Promoting Culture, p. 142)

1 October 1975 The first of a series of "TOWN MEETINGS" on growth in the Perkiomen Valley area took place. (Providing Public Service, p. 137)

10 October 1975 The board and faculty received a staff assessment of the success and failure of the CENTURY II fund-raising program. (Sustaining the Institution, p. 129)

14 October 1975 LISA A. RICHETTE, Judge of Common Pleas in Philadelphia, spoke at the forum. (Promoting Culture, p. 142)

15 October 1975 Members of a freshman composition class contradicted a fashionable view that 18-year-old life was "an absurd joke." (Fostering Socialization, p. 91)

17 October 1975 President Pettit and board members received a LETTER OF CONCERNS about governance signed by 37 members of the faculty. (Sustaining the Institution, p. 106)

29 October 1975 A representative of the American Association of University Professors spoke on campus about the unionization of faculty. (Sustaining the Institution, p. 107)

1 November 1975 The women's VOLLEYBALL TEAM won the Philadelphia Area College Division "A" championship. (Fostering Socialization, p. 97)

2 November 1975 The college devoted FOUNDERS' DAY to a recognition of its relationship with the old German Reformed Church. (Conferring Credentials, p. 33)

4 November 1975 AMBASSADOR CHARLES W. YOST spoke in the forum on the role of the US in the United Nations. (Promoting Culture, p. 142)

5 November 1975 At a regular faculty meeting, President Pettit formally acknowledged the 7 October faculty LETTER OF CONCERNS. (Sustaining the Institution, p. 106)

8 November 1975 President Pettit and directors received a letter from 18 student signatories calling for direct communication between students and directors. (Fostering Socialization, p. 82)

11 November 1975 Physicist ROBERT BRUCE LINDSAY gave a forum talk on energy and the attractiveness of careers in science. (Promoting Culture, p. 142)

14 November 1975 The Ursinus Student Government Association (USGA) called for a new system of dormitory visitation. (Fostering Socialization, p. 82)

14 November 1975 The astronomy observatory atop Pfahler Hall was named in memory of Physics Professor WALTER W. MARSTELLER, '49. (Conveying Knowledge, p. 60)

14 November 1975 MARILYN L. STEINBRIGHT attended the first board meeting in her tenure as a member. (Sustaining the Institution, p. 107)

15 November 1975 Student reactions to the break-up of a Saturday night party in Suite 200 of

New Men's Dorm helped worsen the campus atmosphere. (Fostering Socialization, p. 82)

15 November 1975 The FOOTBALL TEAM finished a 1-6-1 season, provoking calls for something to be done about coaching. (Fostering Socialization, p. 97)

24 November 1975 STUDENT SOCIAL ISSUES were aired at an open meeting of the Student-Faculty-Administration Relations Committee (SFARC) in Bomberger Hall. (Fostering Socialization, 82)

1 December 1975 MYRIN LIBRARY extended its hours of operation from 11:00 pm to midnight. (Conveying Knowledge, p. 52)

1976

1 January 1976 WILLIAM T. PARSONS, '47, was visiting the Palatinate in Germany, where he lectured on the Pennsylvania Dutch. (Conveying Knowledge, p. 52)

8 January 1976 The *Weekly* editorialized in favor of a \$400 TUITION INCREASE for 1976-77. (Sustaining the Institution, p. 121)

1 February 1976 (approximate) RICHARD J. WHATLEY resigned as head football coach after 16 years in the position. (Fostering Socialization, p. 97)

9 February 1976 RADIO STATION WRUC returned to the airwaves after a prolonged silence caused by administrative and technical difficulties. (Fostering Socialization, p. 85)

12 February 1976 An ALUMNI ASSOCIATION leader told students about the value of an Ursinus education from the perspective of graduates. (Conferring Credentials, p. 37)

13 February 1976 At a special faculty meeting, the ad hoc faculty committee to revise the faculty handbook presented proposals. (Sustaining the Institution, p. 105, p. 107)

17 February 1976 A faculty-elected "committee of five" met with an ad hoc committee of the board to work with faculty and students. (Sustaining the Institution, p. 106)

19 February 1976 RON COLUMBO, a sophomore, was elected president of the USGA. (Fostering Socialization, p. 82)

23 February 1976 The ad hoc committee of the board to work with faculty and students held the line in a meeting with students. (Sustaining the Institution, p. 106)

25 February 1976 Warren Fry, long-time coach of the MEN'S BASKETBALL TEAM, closed out his career with a 10-10 season. (Fostering Socialization, p. 98)

1 March 1976 The WOMEN'S BASKETBALL TEAM finished with a winning season under coach Sue Day Stahl, '66. (Fostering Socialization, p. 98)

5 March 1976 President Pettit announced to the board his intention to retire from office by November 1976. (Sustaining the Institution, p. 113)

10 March 1976 (approximate) LAWRENCE D. KARAS became head football coach in place of Richard J. Whatley. (Fostering Socialization, p. 98)

11 March 1976 Students expressed the desire to have an official part in the SELECTION PROCESS FOR A NEW PRESIDENT. (Sustaining the Institution, p. 114)

17 March 1976 President Pettit reported to the faculty that the priorities committee was drafting a forward-looking FACULTY SALARY SCALE. (Sustaining the Institution, p. 122)

17 March 1976 The faculty elected a three-person committee to prepare a set of SPECIFICATIONS FOR THE NEXT PRESIDENT. (Sustaining the Institution, p. 114)

1 April 1976 (approximate) THE NATIONAL ENDOWMENT FOR THE HUMANITIES awarded Ursinus a \$39,500 grant for an experimental interdivisional course. (Conveying Knowledge, p. 52)

5 April 1976 ISRAEL'S CONSUL GENERAL in Philadelphia spoke on his country's conflicts with its neighbors. (Promoting Culture, p. 142)

14 April 1976 Egypt's AMBASSADOR TO THE UNITED STATES spoke to the forum on war and peace in the Middle East. (Promoting Culture, p. 142)

18 April 1976 CUB AND KEY brought alumni and student members together for reflection on the goals of excellence in liberal education. (Conferring Credentials, p. 37)

30 April 1976 A junior psychology major presented his STUDENT RESEARCH PAPER at a professional colloquium. (Conveying Knowledge, p. 61)

5 May 1976 An Ursinus student won a year's study in Scotland from the ST. ANDREW'S SOCIETY for the eighth consecutive year. (Conveying Knowledge, p. 61)

10 May 1976 ANDREA VAUGHAN DETTERLINE, '72, became ALUMNI SECRETARY. (Conferring Credentials, p. 37)

14 May 1976 The board committee on government and instruction signed off on revisions to the FACULTY HANDBOOK proposed by the faculty. (Sustaining the Institution, p. 107)

14 May 1976 The board COMMITTEE TO WORK WITH FACULTY AND STUDENTS submitted its formal report on requests made by both groups in the course of the year. (Fostering Socialization, p. 82)

14 May 1976 JOHN C. SHETLER and L. G. LEE THOMAS joined the board of directors. (Sustaining the Institution, p. 108)

14 May 1976 The board of directors resolved to mount a new FUND-RAISING PROGRAM for the 1976-1980 period. (Sustaining the Institution, p. 131)

15 May 1976 The men's BASEBALL TEAM picked its most valuable player after a losing season. (Fostering Socialization, p. 98)

16 May 1976 The men's TENNIS TEAM showed signs of revitalization as it finished the season under a new coach. (Fostering Socialization, p. 98)

20 May 1976 The WOMEN'S LACROSSE TEAM finished the season with another winning record. (Fostering Socialization, p. 99)

22 May 1976 At a special meeting, the board of directors elected RICHARD P. RICHTER to succeed President Pettit on *1 November 1976*. (Sustaining the Institution, p. 115)

30 May 1976 ISAAC ASIMOV, author of some 172 books, spoke at commencement. (Conferring Credentials, p. 33)

25 August 1976 Admissions director GEOFFREY DOLMAN appealed to alumni for help in identifying prospective students for Ursinus. (Conferring Credentials, p. 27)

20 September 1976 President Pettit wrote his final memo to alumni before leaving office. (Sustaining the Institution, p. 115)

19 November 1976 President Pettit made his final annual report to the board of directors. (Sustaining the Institution, p. 115)

2.

CONFERRING CREDENTIALS

A. Recruiting and Admitting Students

10 May 1972 At the *12 May 1972* board meeting, President Pettit reported on the results of the year's RECRUITMENT effort. He saw satisfactory numbers of applications and paid deposits of accepted students. However, the numbers showed a downward tilt compared to the previous year at the same time: there were 1,223 applications by that spring compared to 1,377 in 1971; there were 320 paid deposits compared to 340 in 1971. The percentage of students transferring out adversely affected total enrollment. The "retention rate"--that is, the percentage of non-graduating students remaining after the preceding year--was not systematically tracked but was probably in the range from 55% to 60%. This put continuing pressure on the admissions office to produce a robust number of new students.

A year later, at the *11 May 1973* meeting, Pettit gave no numbers but said the outlook appeared satisfactory. The market strength of the college showed in an inordinately high percentage of students wishing to major in biology. (This strength created systemic imbalances in the academic operation with which the faculty continually wrestled.) Pettit caught the temper of the time in recruiting: "...*trends can change fast. Cancellations can develop in droves, but so can new applications... Our Admissions Staff is working harder, more imaginatively and more productively than ever. Competition among colleges grows keener both for candidates with and without cash as well as with and without high levels of ability. We aim to keep our places filled and with students of ability who will cause us to have pride in them while they are here and later when they become alumni.*"

12 May 1972 CHARLES L. LEVESQUE, director of the EVENING SCHOOL, reported to the board that enrollment stood at about 725, with a record of ups and downs from semester to semester.

21 July 1972 The American Council on Education (ACE) reported that a downward ENROLLMENT trend for the fall would leave vacancies at colleges across the nation.

As of *15 May 1972*, according to the National Association of College Admissions Counselors, there were still openings at more than 2,500 institutions for 500,000 freshmen and 200,000 transfer students. But only 25 percent of colleges expected to be seeking students by the time classes began in September.

The personal comments of admissions officers around the country, reported by ACE, dramatized the beginning of the end of booming enrollments. They "ranged from 'We shall survive' to 'God help us all.'" Admissions staffers in private colleges worried about the rising trend of students enrolling at public colleges rather than private colleges. They worried also about the rise of enrollments at two-year institutions. They also cited the distressed economy and financial problems. To show the cross currents at play, ACE reported that many small, private, liberal arts colleges were "surprised and pleased" to find applications up rather than down.

The report of enrollment numbers at Ursinus by President Pettit on *10 May 1972*

reflected the growing uncertainty of recruiting outcomes and the growth in the availability of spaces for new students.

15 September 1972 ENROLLMENT for the 1972-73 academic year held steady but showed signs of student uncertainty. The entering class of freshmen numbered 308, the same as that of the year before. However, the sophomore and junior classes were smaller owing to dropouts. The administration attributed these numerical trends to *"the generally troubled atmosphere in American education a few years ago and the uncertainty about goals and careers that troubles many young people of college age."* There were some modest adjustments and additions in recruiting methods each year. Still, the college depended on schools in the suburban counties around Philadelphia and in southern New Jersey to deliver most new students.

The annual report to the board noted hopefully that students seemed better disposed than they were before to place academic work first in their priorities--*"assigning a lower but suitable priority to activities and concerns which a few years ago occupied so much time and effort and nervous energy."* The bloom was coming off the boom of the sixties, it seemed. Nevertheless, student attitudes toward the college and the changing society remained troubling to the administration and faculty.

25 April 1973 EVENING SCHOOL enrollments were "somewhat of a disappointment" to Evening School Director Charles L. Levesque in his report on the spring term. Enrollment of bona fide part-time evening students (as opposed to full-time students permitted to take courses in the Evening School) fell to 638. The fall 1972 number was 678, and the spring 1972 number was 651. Evening enrollments were more or less at this level through the Pettit years. The net revenues from Evening School at this level gave significant help to a budget always thirsty for more income.

Levesque worked hard at his part-time task of running the Evening School. He brought his long years as a chemical research manager at Rohm & Haas Company to bear upon a small operation that he found interesting as a second career. It was not until he recommended to the succeeding administration a full-fledged assault on the part-time market that sharp increases in enrollments occurred.

In these and later years, the college continually sought to harmonize its part-time continuing education program with the four-year residential liberal arts program for traditional-age, full-time students. The tune was never perfect. Nevertheless, Levesque had the fervor of a convert to "androgogy" or life-long adult education. The administration and board found that the additional net revenues significantly helped the budget. Part-time Evening School students from the area, grateful for the convenience and quality of the program, spoke approvingly about the college. This was a gain for town-gown relations and the college's public relations program.

20 September 1973 RECRUITMENT of new students for the 1973-74 year was a success, but upper-class attrition cut the total enrollment. President Pettit reported that there were 326 freshmen, 90% from the top two-fifths of their high school classes. While the average verbal score dropped slightly, math scores increased and averaged over 600. This reflected the continued attractiveness of Ursinus as a place for pre-medical preparation and concentration in the natural sciences. Pettit declared that the proportion of students in the sciences had grown so much that the college could accept no more without expanding staff and facilities, something he did not wish to do. The college would make an extraordinary effort, he said, to recruit more

students not interested in science in order to maintain a balance in the student body.

The persistence of the imbalance between science and non-science majors ran as a theme through the conversation of the college throughout the decade and beyond. It set up a kind of "two cultures" syndrome among faculty and students. The science faculty enjoyed knowing they were the magnet that brought the college its critical mass of students. They chafed, however, at the disparity in teaching loads when they compared theirs with those of colleagues in the social sciences and humanities. The non-science faculty sometimes bemoaned the tone of intellectual life set for the whole campus by the quantitatively oriented science curriculum. They pressed the Admissions Office for more and better-qualified non-science majors. At the same time, they derived self-justification from their battle to elevate the arts on campus, to encourage serious intellectual "play," and to pursue the "unfinished conversation" about the significance of liberal learning. Knowingly or not, they helped create a dialectic that gave students of all persuasions some breadth of understanding of liberal learning.

5 December 1973 The dean of ADMISSIONS, Geoffrey Dolman, reporting on results to date, outlined problems faced in assembling a new class to start in the fall of 1974. He named the following problems: effects of the energy crisis on commuting students, expectation of a business recession, and the competition among colleges for students. Total applications at 546 ran 61 fewer than at the same time the year before. Seventy percent of applicants wanted to major in the natural sciences, demonstrating the place of Ursinus's strength in the market. Dolman sought help from the faculty in converting applicants to enrollees through a note-writing campaign. President Pettit supplemented this appeal with a call to improve the record of retention of enrolled students without lowering standards. At the next meeting of faculty, *1 January 1974*, Dolman said that the verbal SAT scores of Ursinus students on average were declining in line with the national trend. At the special meeting on standing on *31 January 1974*, Pettit expressed concern over the length of the list of withdrawals and leaves of absence. He spoke of appointing an ad hoc committee to consider ways of salvaging students before they quit. (Faculty minutes)

20 July 1974 The ADMISSIONS OFFICE augmented its staff of recruiters with the hiring of what might have been the first professional female member of the Admissions staff, MARY LOU GRUBER.

It was becoming increasingly hard to recruit the best students from the college's geographically limited area of organized recruitment. The hiring of Gruber brought a youthful and sophisticated addition to the traditional recruiting office environment. At the board meeting on *15 March 1974*, the administration obtained approval to admit high school juniors and seniors and 62-year-olds at one-half the normal charge for courses taken part-time. This appeared to be another response to the need to increase the number of students on campus. President Pettit began to urge faculty to take a more active part in the recruitment and retention of students, a theme that persisted into the final stage of his tenure. He then repeated his wish to form an ad hoc faculty committee on recruiting to focus faculty help. This was a departure from the position of the Admissions Office in the demand-rich sixties. Then, admissions officers had to resist the special pleading for candidates that came from all quarters, including faculty members.

20 September 1974 RECRUITMENT for the 1974-75 year produced the largest entering group of new students in the history of the college, more than 400. The attrition of upper-class

students, however, continued to erode the total student count. Beginning total enrollment was down by 2.24 percent compared with the year before. President Pettit attributed the attrition to the economic distress of the times and to the persistence of an "unsettled" mood among college-age Americans.

Pettit constantly encouraged the faculty to help with recruitment. Department heads wrote personal notes of congratulations to newly accepted students, a gesture that would have seemed odd just a few years before, when baby boomers were still outnumbering the slots open at good liberal arts colleges. This year the college also encouraged top high school students from the area to take half-tuition courses on campus. The clear intent was to entice some of them to continue at Ursinus for their college education, and some did.

Meanwhile, the college continued to attract more science majors than non-science majors. The growing imbalance caused Pettit to strike a faculty committee to seek redress. A humanities planning grant proposal and other efforts resulted but had little effect on the demographics. These problems in recruitment made the management of college finances in an inflationary economy doubly difficult. They lay at the heart of the faculty-administration conflict that surfaced a year later. The need to devise an out-and-out marketing program for the college was becoming increasingly evident to the administration. Traditional liberal arts colleges such as Ursinus, however, had not yet acknowledged the need for aggressive marketing and promotion tactics. The very word "marketing" still rang a sour note if it arose at all at this time in colleges such as Ursinus. Pettit and his administrative staff were perceptive and canny among their peers. Yet, they did not have the skill set or the disposition to make the major changes--some years later to be dubbed "strategic"--needed to reverse the negative trends that this fall's outcomes clearly reflected.

4 December 1974 An ad hoc faculty committee on attrition reported on findings from a student survey and made recommendations to faculty. The committee urged faculty colleagues (1) to try to be more responsive to students' needs and (2) to explore ways of making offerings more flexible. The president had created the committee because of continuing concern over the percentage of voluntary student withdrawals. Dean Bozorth at this same meeting presented the additional fact that, for every student dropped for academic deficiency, the college lost five for other reasons. Bozorth reflected on the effect that inflation was having on the purchasing power of faculty paychecks. If the college had kept one of every three students who left for personal reasons or transferred to another college, he said, it would have retained income equal to the sum of the increments in faculty salaries for the year.

1 July 1975 The high school FOREIGN LANGUAGE REQUIREMENT for entering students was liberalized for Evening School students. By waving the requirement for two years of foreign language in high school, the college conceded the special situation of "non-traditional" late starters in college who did not take the academic track as high school students years before. However, they had to complete a foreign language at Ursinus through the intermediate level before qualifying for their degree. Some years later that graduation requirement for Evening School students would be liberalized.

20 September 1975 RECRUITMENT for the 1975-76 year, contradicting expectations, produced a favorable enrollment. With 329 freshmen and about 70 students transferring into upper classes, the total enrollment counted well over 1100 at the start of the academic year. In

his fall board report, President Pettit acknowledged his worry over a slow start and a lag in applications through the early part of the year. He continued to see Ursinus's recruitment process in the context of external stresses and strains: *"The slowness was anticipated...because of inflation, unemployment, the shift to public institutions with lower tuition and to some extent the increased demand for job-related training."*

The president gave details of the college's effort to overcome these perceived inhibitors. Among other innovative promotional activities, he reported increased activity in recruiters' travel and in the number of visits to college nights at high schools.

Although intensified effort produced favorable short-term numbers, concern about enrollment did not lessen. Traditional conditions remained constant--especially the overabundance of demand by science majors, a lack of demand by students with other interests, and dependence on a geographically limited area of recruitment. Recruitment would remain an annual challenge for Ursinus for the foreseeable future, especially after 1980. The demographic forecasts showed a sharp fifteen-year decline in the number of teenagers in the middle Atlantic region and elsewhere in the nation.

25 August 1976 Admissions director GEOFFREY DOLMAN appealed to alumni for help in identifying prospective students for Ursinus. *"Reports on the plight of private colleges are appearing everywhere,"* he wrote in the *August Bulletin*. He happily went on to say that the class entering in the fall of 1976 had good academic credentials. He published a schedule of fall recruiting visits in the region and urged alumni to stop by or send a prospect for the 1977 entering class.

This open acknowledgment of a desire for referrals betokened the continuing uncertainty of recruiting outcomes as the decade advanced. It contrasted with the more reticent stance of Dolman and his colleagues in the sixties. Then, the demand of baby boomers for entrance to colleges of quality outstripped supply.

Such ad hoc innovations in the recruiting process were responses to a situation previously unfamiliar to Dolman and his staffers. (President Pettit had a longer memory, having been responsible for admissions before his move to the dean's office in 1954.) The need for a more aggressive and systematic program for recruitment loomed larger and larger through the decade of the seventies. An essential issue was that of placing the college more clearly in the public mind so that families of prospective students would better know the sort of academic experience their sons and daughters would receive. The one clear-cut marketing factor throughout was that the Philadelphia area public saw Ursinus as a top-flight place for pre-medical education. That strength contributed not only the hard core of recruiting success; it also made it virtually impossible for the admissions process to produce a more academically balanced mix of students.

B. Providing Financial Aid

14 April 1971 Students holding SELF-HELP JOBS lost an appeal to change the prohibition against their possessing cars on campus. The college based the long-standing prohibition on the assumption that if students had enough money to own a car they did not need a self-help job. Self-help jobs were limited in number. The college thought of them as a means of aiding the neediest students. The scholarship committee of the faculty proposed lifting the prohibition. Ironically, it found that some self-help students needed a car to get to their self-help jobs. The faculty opposed the recommendation *"on the grounds that it would complicate the already*

serious parking problem and that where exceptions to the present rule were justifiable they could continue to be made administratively." (Faculty minutes, 14 April 1971).

This small action exemplifies the degree to which the social and academic programs intermixed at the time. Students sensitized by the social revolution of the sixties were chafing at the close tabs on behavior held by the administration. Here the role of the faculty in continuing a controlling role on behavior emerges in a small but telling way.

15 February 1973 The financial aid officer, W. ARTHUR SWITZER, met with his peers from other Pennsylvania private colleges to share information on aid procedures. Colleges attending included Albright, Beaver, Cedar Crest, Dickinson, Elizabethtown, Franklin & Marshall, Gettysburg, Lebanon Valley, Lehigh, Lycoming, Moravian, Muhlenberg, Susquehanna, Ursinus, and Wilson. The group was known as "Overlap Group 14," a designation used by the College Scholarship Service (CSS).

Federal financial aid laws and the College Scholarship Service were heavily influencing the practices in awarding aid dollars to students. The public goal was to facilitate access to higher education and to make an even playing field on which students could choose the college they preferred, irrespective of cost. Switzer's summation of the meeting, held at the Host Farm in Lancaster, had a note of urgency. The thrust was to establish as much uniformity of practice as possible through open sharing of information about procedures, charges, athletic scholarships, and the like.

It followed on the heels of a national CSS meeting in Chicago a month earlier. That meeting aimed at bringing into line some institutions that were deviating from standard need-based tables. Switzer reported on broad agreement in Chicago to a set of standard tables. He said they were newly sensitive to middle and upper income families.

More than half the group that met in Lancaster, including Ursinus, had "rolling admissions" rather than a fixed date of acceptance (Ursinus did not change until the 1980s). Had a fixed date of notice of admission been the uniform practice, Switzer's note suggests that the group would have met "to agree on parental contributions and awards prior to sending out all pre-freshmen award notices." (Because they had a common date of notification of acceptance, the Ivy League institutions were able to do what Overlap Group 14 could only wish to do. Years later, when college recruiting and admissions became an out-and-out marketing process, the government accused the Ivy League colleges of price-fixing in violation of anti-trust law.)

The intent to provide access AND choice for the student by eliminating price as a factor was genuine. That intent led to the steady growth in the contribution of college funds to students for financial aid, on top of public funds. Students received the awards based on their individual need analysis, irrespective of their relative academic quality in the pack of admitted students. For Ursinus, this came to mean that many students with middling academic records received the biggest aid packages. As the general cost of aid rose, the added expenditures (not yet openly called a discount) thus did not have a positive effect on the academic quality of the student body.

Switzer captured the idealistic spirit of financial aid policy at the time. He was commenting on the group's discussion of price competition: *"We agreed that we cannot afford to enter into price competition, no matter how slim the application situation may become. Such competition can in the long run only be mutually destructive. Secondly, it is not in the best interest of the student who should be able to choose his college for academic rather than financial reasons."*

He cited a dramatic example in which a handsome "no-need" gratuitous offer from

another college put "cruel pressure" on a student in deciding whether to attend Ursinus. *"The young lady in question broke down and cried because this large offer forced her to think of the cost to her parents rather than her personal academic goals. In this case, the parents had the wisdom to remove the pressure from the student, but were themselves upset by this discrepancy in awards apparently springing from the same CSS system."*

Then Switzer, aiming to keep his peers in line, added a homily: *"We all agree that our needs analysis system is far from perfect, but the best that is available to us. Parents will question its results often enough without our adding to their doubts by highly disparate awards."*

Before Division III enforcement of rules against athletic scholarships, colleges in Overlap Group 14 had a significant problem in establishing a truly even-handed aid program. Switzer's meeting notes on the discussion about athletic scholarships revealed the gap between the need-based ideal and the actualities of preferential packaging for athletes: *"We let our hair down! Some of the group have real problems in this area and fully recognize the cost to the true financial aid program when large amounts of college funds are diverted to subsidize athletes... Herein lies our dilemma and challenge! We must strive continually to bring all student aid funds into the needs analysis system so as to accomplish a better and more equitable distribution of available aid dollars."*

In retrospect, we see an historical irony. The "marketing model" developed for recruiting in the 1980s. It openly embraced preferential packaging in the interest of shaping the qualities of the class. This pushed aside the even-handed, need-based ideal seen in this meeting. Thus, the colleges agreed to stop preferential packaging for athletes at about the time that they embraced preferential packaging as a general strategy to serve institutional objectives. The self-interest of the institutional members of Overlap Group 14 won out against the bureaucratically supported idealism of these early years of financial aid programming.

C. Graduating Students

15 November 1970 The 1970 FOUNDERS DAY convocation in Bomberger Hall served as the inaugural convocation for PRESIDENT WILLIAM S. PETTIT. Dr. Frederick W. Ness, President of the Association of American Colleges and Universities, delivered the inaugural address. Pettit was a friend of Ness. J. William Ditter, '43, Montgomery County court judge, and Ness both received honorary degrees.

6 June 1971 HARRISON SALISBURY was the guest speaker at commencement. Salisbury was then editor of the op-ed page of the *New York Times*. (*Weekly*, 13 May 1971) Other notables appeared at the commencement podium in the following years: in 1972, Ashley Montagu, author of *The Natural Superiority of Women* and internationally acclaimed anthropologist; in 1973, Rod MacLeish, news commentator and writer; in 1975, Brendan Gill, writer and editorial staff member of *The New Yorker* magazine; in 1976, Isaac Asimov, scientist and prolific author.

6 June 1971 PATRICIA ANN MELLON was VALEDICTORIAN at the 100th annual commencement convocation. She graduated *summa cum laude* with a bachelor of science degree. LARRY G. SCHULTZ, also a science major, was salutatorian, graduating *magna cum laude*. Twelve graduates received the bachelor of business administration degree, offered in the Evening School.

In the six-year period, science majors and arts majors split the valedictory honors. CYNTHIA S. COLE was valedictorian in 1974. She took honors in mathematics. ROBERT J. HARWICK, a science major, took the top academic honor in 1975. Arts majors were valedictorian in the other years: JANE L. SIEGEL in 1972, DAVID S. WHITTEN in 1973, CYNTHIA R. FARINA in 1976.

The Evening School announced graduation honors for the first time in 1972. RUTH M. HECKLER graduated *summa cum laude* and JAMES R. DERSTINE *magna cum laude*.

7 November 1971 At the 1971 FOUNDERS DAY, artist Andrew Wyeth received an honorary degree. Others honored that day included the following: Henry C. Pitz, artist and author, and John W. Merriam, industrialist and art patron.

4 June 1972 ASHLEY MONTAGU was guest speaker at commencement in Helfferich Hall. It was the first public event in the new \$3.9 million facility. Montague attracted campus interest because he appeared to be a precursor of the women's liberation movement with his 1953 book, *The Natural Superiority of Women*. Rev. Dr. JAMES D. GLASSE, president of Lancaster Theological Seminary, and THEODORE A. BURTIS, vice president of Sun Oil Company, were honored along with Montague.

21 October 1972 HELFFERICH HALL was dedicated in conjunction with Homecoming Day. New tennis courts and a parking lot were completed along with the building. The gathering doubled as the traditional FOUNDERS' DAY for 1972. GEORGE MURPHY, former US Senator and screen actor, head of the US Football Hall of Fame, gave the dedicatory address for the building and received an honorary degree. Others honored with degrees were alumni leaders of the board, PAUL I. GUEST, '38, and THOMAS P. GLASSMOYER, '36.

Helfferich Hall already had been the site of commencement in spring 1972 for the first time. (Every commencement henceforth took place there until 1992. That year the convocation took place on Patterson Field. Rain half way through scattered the crowd and class and platform guests. All retreated to Helfferich Hall, which had been set up in case of rain, for the completion of the program. Commencement programs returned to Helfferich Hall until 1996. A new tradition of outdoor convocations began on the great front greensward in front of the Berman Museum.)

3 June 1973 Guest speaker at the COMMENCEMENT CONVOCATION in Helfferich Hall for the graduating class of 293 members was ROD MACLEISH, radio commentator and writer. MacLeish, reflecting on the shift of attitudes since the late sixties, urged students to take responsibility for decision-making and warned them not to "cop out." By this time, many college students were appearing to do just that in the backwash of the hyperactive period that had just passed.

That morning, the REV. DR. HOWARD S. SPRAGG, head of the Board for Homeland Ministries of the United Church of Christ, delivered the baccalaureate sermon in Bomberger Hall. Honorary degrees went to the speakers and to HELEN PAYSON CORSON and GILBERT F. RICHARDS. Corson, the spouse of board member Philip L. Corson, had a reputation for conservative political views--she opposed the federal income tax, for example. Richards was president of the Budd Company, Detroit, which had a long history in the Delaware Valley.

Valedictorian was DAVID SCOTT WHITTEN and salutatorian was KATHLEEN ALICE YOUNG. Among the graduates who later distinguished themselves professionally were AIDAN ALTENOR, psychology major, who became superintendent of the Norristown State Hospital and WINIFRED BERG CUTLER, also a psychology major. Cutler was author of *Hysterectomy* and founded Athena, an organization dedicated to the emotional and physical health of women.

The college usually chose commencement speakers and honorees through a process influenced by a need for institutional symbolism, availability, and sheer practicality in getting a program finalized. President Pettit took student and faculty ideas into account but kept control over the selections. The resulting roster, as in the case of the 1973 convocation, could sometimes appear to represent the administration's sense of the College's stance in the world. Corson's conservatism was probably a secondary reason for her position on the program. Pettit would have felt right in honoring her for being an authentic "character" who spoke her mind as she saw fit. Moreover, her husband Philip had proven to be a generous supporter of the college. The college would take every opportunity to cement his relationship, including the honoring of the spouse to whom he was devoted. The college probably hoped for some financial results from honoring Richards. However, that could not be part of a bargain, even in those days of relative tolerance by faculty of choices for honorary degree recipients. Richards did not respond to overtures to join the board. Pettit and the board may or may not have felt comfortable with MacLeish's slant on things. He was nonetheless articulate and urbane. He was not a knee-jerk "nattering nabob" (Vice President Spiro Agnew's lasting phrase) of the liberal press. Spragg was a character after Pettit's own style--certain of himself, driven by strongly held principles, unyielding in the face of opponents whom he felt were wrongheaded. As the executive vice president of the UCC's best-endowed wing, he controlled the expenditure of funds for human welfare. Pettit--and other board members--may have had doubts about Spragg's liberal social agenda. However, he was at the center of power of the denomination associated with the college. Helfferich probably got to know him when they worked together on the merger of the Congregational Christian Churches, from which Spragg came, and the Evangelical and Reformed Church. It would have been important to the administration to state symbolically, through Spragg's presence, that the college valued its church connection.

18 November 1973 At FOUNDERS' DAY ceremonies in Bomberger Hall, four notables received honorary degrees. THOMAS J. BEDDOW, '36, Washington attorney (he was counsel to the Hearst family when Patty Hearst was kidnapped), a long-time board member, would later head up the fund-raising efforts of the board. CALVIN D. YOST, JR., '30, professor of English and librarian, would later complete his history of the college's first hundred years. ALLYN R. BELL, JR., was a classmate of President Pettit's at the University of Pennsylvania. As president of the Pew family's Glenmede Trust Company, he favored Ursinus with financial support. FRANCIS BOWER SAYRE, JR., grandson of President Woodrow Wilson, was then dean of the Washington Cathedral and an eloquent pulpit preacher. He probably came to campus at the behest of chancellor DONALD L. HELFFERICH, who served with Sayre on the board of directors of the Presbyterian Ministers' Fund in Philadelphia.

2 June 1974 GERALD M. EDELMAN, '50, Nobel laureate, and JOHN H. WARE, 3RD, accepted honorary degrees at commencement. Edelman received the annual Alumni Award in 1969. Ware was completing service in the US House of Representatives. He was a quiet but

generous philanthropist and effective business executive. He headed up American Water Works Company and other entities from his Oxford, PA, office. Ware and Pettit knew one another from their undergraduate years at the University of Pennsylvania. Ware would become president of the Ursinus board of directors several years after the end of the Pettit administration. DETLEV BRONK, president of Rockefeller University, Edelman's colleague, also received honors that day. Finally, PAUL HAVENS, professor at Jefferson Medical College, received an honorary degree. In 1985, his son, PETER HAVENS, would join the board of directors of the college.

26 October 1974 Three NOTEWORTHY ALUMNI received honorary degrees at the FOUNDERS' DAY convocation. AUSTIN GAVIN, '30, was executive vice president of Peoples Power and Light Company, Allentown, PA, and would have a second career in retirement as executive assistant to the president of Lehigh University. For several years he led the alumni fund-raising program. JESSE G. HEIGES, '35, was legal counsel for Pfizer Co. in New York. His brother, Ralph, also an alumnus, had been president of Shippensburg State College in Pennsylvania. Their father, for whom Jesse was a namesake, of the class of 1898, after a career as dean at Shippensburg, returned to Ursinus to teach education courses before retiring. In his student years, the elder Heiges was a roommate of GEORGE L. OMWAKE, 1898, who became president of the college. RUTH ROTHENBERGER HARRIS, '36, was the dean of women at Ursinus and head of student activities. She was a dependable strength during the difficult years of unrest in the late sixties and early seventies and won the respect of students and colleagues for her evenness of temper, integrity, and adaptability. When the college equalized rules for women's dorms with those for men's dorms in March 1974, she calmly managed the change. Later, when major changes in student life policy came about in the subsequent administration, Harris became the first dean of students of the college, with responsibility for both men and women. As such, she managed far-reaching changes in the program, which for the first time permitted alcohol on campus and broadened the visitation of men and women in dormitories.

1 June 1975 BRENDAN GILL spoke at commencement and a future board president received an honorary degree. Gill, the witty regular of *The New Yorker* staff was riding high that spring in the list of best sellers for his in-house tell-all, *Here at The New Yorker*. His "pagan" message to graduates would no doubt have offended earlier worthies of Ursinus. But it seemed to fit well into the college community's effort in 1975 to lay the sixties to rest by striking a less tortured note. Gill said: "*Since everything ends badly for us, in the inescapable catastrophe of death, it seems obvious that the first rule of life is to have a good time; and that the second rule of life is to hurt as few people as possible in the course of doing so.*" Moreover, he added, "*Having a good time is an art like any other, and must be learned.*" (Gill died at age 83 in 1997.)

WILLIAM F. HEEFNER, '42, received the honorary degree of Doctor of Laws. It was the practice of the college in those years (it declined in the next administration) to confer such recognition on energetic alumni who gave notable service in the performance of their duties as board members. Heefner led the just-completed CENTURY II fund-raising program, which raised \$5.7 million in new funds. He led a second campaign, Patterns for the Future, in the mid-eighties, and became president of the board of directors in 1991 after serving as vice president during the presidency of THOMAS P. GLASSMOYER, '36. He relinquished the gavel in 1997 after successfully orchestrating the retirement of PRESIDENT RICHARD P. RICHTER, '53, and the search for and hiring of PRESIDENT JOHN STRASSBURGER.

The baccalaureate speaker, HOWARD G. HAGEMAN, president of the New Brunswick Theological Seminary, also received an honorary degree.

2 November 1975 The college devoted FOUNDERS' DAY to a recognition of its relationship with the old German Reformed Church. The Rev. Dr. JOHN C. SHETLER, head of the Pennsylvania Southeast Conference of the United Church of Christ (UCC, successor denomination to the German Reformed Church and the Evangelical and Reformed Churches), spoke on the origins of the Reformed movement. The college event helped mark the first German Reformed communion in America 250 years before at nearby Falkner Swamp Church. Three UCC churchmen received honorary degrees: GEORGE H. BRICKER, librarian and dean at Lancaster Theological Seminary; WAYNE A. LUTZ and HOWARD PAINE, church pastors.

Shetler became a member of the Ursinus board of directors in spring 1976. He served the college loyally and well until he accepted an offer to be a life member of the board in 1996. He was especially helpful to presidents and the board in interpreting the college's historical origins and relationships and applying them to the contemporary college. He had a practicing theologian's understanding of the first Ursinus president's success and failure in establishing a religious position within the Reformed movement.

30 May 1976 ISAAC ASIMOV, widely read author of some 172 books, spoke at commencement. Asimov was something of a hired gun for commencement ceremonies in those years. He spoke at another Delaware Valley college commencement that same week. A pretty price was paid by both. Asimov focused on the population explosion as the greatest future threat after thermonuclear holocaust. He advocated the rising liberation movement of women to increase human brainpower and lower the birthrate.

The college conferred an honorary degree on HENRY P. LAUGHLIN, '38, for his leading work in psychoanalysis. He became a member of the board of directors in 1967. Also honored were RUSSELL C. BALL, head of Philadelphia Gear Corporation, who headed the college's corporate giving program, and the baccalaureate speaker, NATHANAEL M. GUPTILL, minister of the Connecticut Conference of the United Church of Christ.

The demographics of the graduating class offer a profile of the college's enrollment pattern: there were 108 BS degree recipients and 98 BA recipients. Evening School graduates numbered 12, including one BA recipient; the other 11 received the Bachelor of Business Administration. CYNTHIA FARINA was valedictorian.

Board president THEODORE R. SCHWALM concluded the ceremonies with the announcement that the board had elected RICHARD P. RICHTER, vice president for administrative affairs, to succeed President Pettit.

D. Maintaining Relations with Graduates

30 October 1971 The ALUMNI ASSOCIATION mounted "the biggest Homecoming celebration in the history of Ursinus." Alumni Secretary MILTON E. DETTERLINE collaborated with volunteer chairperson R. BLAIR (MIKE) HUNTER, '35, to bring a variety of exciting activities to campus. They included a visit by the 160-member Mt. Carmel, PA, Mounties High School marching band; four skydivers; the big band of Arlen Saylor for a dance in Wismer Hall; a chicken barbecue cookout. These were in addition to the traditional activities: a football game (with Geneva College), the crowning of a queen at halftime, and other athletic

events.

In making these happy plans, alumni leaders were doubtless reacting to the politicized national environment that had colored campus events darkly over the past few years. They probably saw the extraordinary entertainment as a statement that "normality" in college and national life still lived. Fraternities, sororities, and others with a traditional stake in Homecoming proceedings criticized the non-Ursinus components of the big schedule. The Alumni Association would continue experimenting with Homecoming formats in the future. However, it would give renewed emphasis to homegrown activities and interests.

12 October 1972 GERALD M. EDELMAN, '50, received the NOBEL PRIZE for medicine, topping a list of alumni high achievers. Edelman went to the University of Pennsylvania for his medical degree and then to Rockefeller University, where he did the research leading to his discoveries of the chemical structure of antibodies against disease. Even before receiving the Nobel award, the Ursinus Alumni Association gave him the 1969 Alumni Award. The college conferred an honorary degree on Edelman at the *2 June 1974* commencement program, where Detlev Bronk, President of Rockefeller, an acquaintance of President Pettit, also received honors. Pettit taught Edelman organic chemistry. Pettit, according to the *Ursinus Bulletin*, remembered Edelman as "*a remarkably alert and perceptive student who had a rare drive and almost a premonition that someday he would achieve recognition for his studies.*"

It was a banner time for high-achieving alumni. ROBERT M. MCALLISTER, '42, head of virology research at Children's Hospital of Los Angeles, captured coast-to-coast headlines for his research on the human cancer virus. HENRY P. LAUGHLIN, '38, author of *Neurosis*, a standard text in the field, became president of the American College of Psychoanalysts. ROBERT D. MYERS, '53, professor of neuropsychology at Purdue University, won recognition for his research on the neurochemical bases of behavior. A future president of Catawba College, Ursinus's sister institution in North Carolina, STEPHEN H. WURSTER, '63, started on his career path in 1972 as an administrator at Ball State University in Indiana. President Richard Nixon nominated HERMANN F. EILTS, '43, to be the first US ambassador to the newly formed nation of Bangladesh. Eilts had previously been ambassador to Saudi Arabia (1965-1971) and in November 1973 would become ambassador to Egypt. That led to his important role in the Camp David peace agreement crafted by President Jimmie Carter between Israel and Egypt. Eilts's duties as ambassador to Egypt prevented him from becoming a candidate to be president of Ursinus when President Pettit retired in 1976.

12 January 1973 An ad hoc faculty committee released survey findings showing the extent of POSTGRADUATE EDUCATION achieved by Ursinus alumni. GEORGE FAGO and MARVIN REED co-chaired a faculty committee to stimulate applications for fellowships and to discover and encourage candidates for graduate study.

The committee surveyed alumni to find a base line for the college's past performance in producing graduate students. With a fifty percent response to its questionnaire, the committee gathered reliable statistics. They showed that 42% of those surveyed held MA, MS, or Ph.D. degrees. Another 24% held M.D. or R.N. degrees. Some 16% held the M.Ed. degree, reflecting the important place of teacher education at Ursinus. The findings gave the committee some reassurance that Ursinus indeed in the past had given priority to preparing students to go on to graduate study.

The committee existed because of a perception among faculty that Ursinus might not be

living up to its avowed role as a liberal arts college of high academic quality. Many believed that, for whatever reason, Ursinus might be slipping from its past record of graduate school placement. They felt that greater application of effort and resources would improve its performance. The survey findings reinforced the general desire to improve the perceptions and the realities of the college's academic program as a gateway to the professions. Some faculty believed that the emphasis on social issues, especially dormitory rules, fostered by both the administration and students, tended to thwart this desire. By putting greater priority on preparation for graduate studies, they believed that the faculty could help restore the equilibrium of the college and refresh its academic priorities. (*Weekly*, 12 Jan 1973)

2 June 1973 WALTER WM. (Wally) TROPP, '34, completing four years as president of the Ursinus Alumni Association, welcomed several hundred alumni back to campus for annual Alumni Day.

A practicing attorney from South Jersey, a stronghold of Ursinus alumni, Tropp was an outstanding football player as an undergraduate. He brought the flavor of "old-college-try" heroics to alumni affairs during his term of service. MILTON E. DETTERLINE, alumni director in these years, encouraged Tropp's nostalgic note. He also supported Tropp in developing new area clubs for alumni and in bringing younger alumni into the leadership of the association. Tropp was an engaging advocate for President Pettit among the alumni. He went out of his way to thank both President Pettit and his wife, Marion, for their diligence in attending area meetings of alumni. Said the outgoing alumni president to the old grads assembled for lunch in Wismer Hall: *"I learned as much as anything else, that Ursinus is something more than a College; it is a way of life."*

The new Alumni Association president, GLENN E. ESHBACH, '39, seemed to exemplify Tropp's observation. He had been in fuel sales throughout his career, first with Atlantic Refining Company, and then as president of his own business, the Princeton Fuel Oil Company. His loyalty to Ursinus and to its leaders rested in the values of the generation of alumni who graduated in the hardship years of the late 1930s. They went into World War II shortly afterward and came home to the Cold War era when the US economy led the world for two decades. They believed in the way of life that they served with such enthusiasm in war and peace, and they saw the college itself as a part of their system of belief.

Eshbach manifested his deep-rooted sense of connection with Ursinus by drawing upon his hard-ball sales experience. He was in the handful of Ursinus graduates who responded eagerly to the call from then vice president DONALD L. HELFFERICH in the early 1950s to start the "Loyalty Fund." This formally began what later became the annual giving program. Eshbach promoted Ursinus among his '39 classmates with an enthusiasm that seemed beyond understanding to some of them. He conducted a massive letter-writing campaign to fellow alumni over the years. In his letters, he boasted of the advances of the college, reported on the good deeds and accomplishments of contemporaries, and constantly encouraged alumni to give funds to the college.

When his unabashed commitment to conservative positions began to pepper these alumni letters, some applauded and others took offense--but everyone acknowledged his sincere desire to advance the college. In later years, after his alumni presidency, he reached beyond the class and wrote to those in classes before and after '39. Then he embraced the honor group for men, Cub & Key (to which he had been named as an undergraduate) and for women, the Whitians, and began sending letters to them. Since Cub & Key and Whitians pulled generations of older

and younger alumni together once a year, Eshbach stirred up generational debates through panels and discussion groups. Always deferential to his "brainier" classmates, he had a knack, nonetheless, for pushing alumni to talk about core issues. For staff members like Detterline, he was both a joy and a trial to work with.

At heart, Eshbach was a celebrant of the good that Ursinus people did in the world. That was his theme as the new alumni president. *"As I anticipate the years ahead in this office of President of the Alumni,"* he said, *"I recognize that one of the real strengths of Ursinus lies within its Alumni. Thus, it will be almost a single purpose to identify many individuals among us who lead and who have led exemplary careers whether they be professional or service-oriented."*

30 June 1974 REV. MILTON E. DETTERLINE resigned from the staff as alumni director and chaplain. Detterline joined the staff in 1969 after a successful ministry at a United Church of Christ church in Tamaqua, PA. He creatively combined his ministerial duties on campus with his duties as alumni director. He wrote a series of profiles of alumni for the *Weekly*, intended to recognize accomplishment and project role models for current students. Detterline remained in the circle of the college as pastor to the Helfferich family at St. Peter's Church in Knauertown, PA, a charge he accepted after leaving Ursinus. When D. L. Helfferich died in 1984, he edited a special edition of the *Ursinus Bulletin* on Helfferich's life and accomplishments.

3 April 1975 An ALUMNI-STUDENT COMMITTEE exposed students to opportunities for careers in the new world of computers. Four returning alumni told students about their computer-based jobs. They focused on programming and analysis of systems. One of the alumni, former Alumni Association president JOSEPH T. BEARDWOOD, III, '51, was president of his own computer manufacturing company.

31 May 1975 CHARLES W. GEORGE, '35, received the 1975 ALUMNI AWARD at Alumni Day. George later served a term on the Ursinus board of directors. He was vice-president and general manager of General Electric's Aerospace Equipment Division, an important position in the "military-industrial" complex of the Cold War period. Like other notable alumni of his generation, George came to Ursinus through the network of the Evangelical and Reformed Church. He spent his boyhood at the Bethany Children's Home in Womelsdorf before enrolling at Ursinus as a physics major. With a graduate degree in physics from Duke University (1940), George taught high school before entering the corporate world. He became acquainted with William Pettit when Pettit joined the faculty during George's student years. Pettit as president felt an affinity with George and looked to him for guidance and support during his administration. (George would have studied physics under John Mauchly, who later at Ursinus did the early thinking that produced the world's first functioning electronic computer, ENIAC, in 1946.)

1 July 1975 HENRY W. PFEIFFER, '48, began a two-year term as president of the ALUMNI ASSOCIATION. Pfeiffer became active in alumni affairs in part through the urging of President Pettit. They were summertime neighbors on Nantucket Island and talked about Ursinus matters in the ocean breezes there. Pfeiffer's service as an alumni leader and then as a member and officer of the board of directors was continuous and exemplary. He was a member of the presidential advisory committee that recommended the successor to President Pettit in 1976. His leadership in fund-raising, in the recruiting of students, and in promoting the name of Ursinus in

the northern New Jersey area exemplified alumni involvement at its best over a long period. He served on the board through the entire Richter administration and into that of President Strassburger.

12 February 1976 An ALUMNI ASSOCIATION leader told students about the value of an Ursinus education from the perspective of graduates. GLENN E. ESHBACH, '39, in a letter to the *Weekly*, testified to the importance of Ursinus in preparing students for success in life and work. He cited chapter and verse from letters he received from fellow Ursinus graduates. As a long-time supporter of the college's conservative temper, Eshbach probably sent the letter to counterbalance the negative student opinion then filling the student newspaper. He and many other alumni worried over the polarization and negativism that seemed to dominate student opinion. They were sympathetic to President Pettit's effort to hold the line on social change. They nonetheless worried about the counterproductive effects on the tone of campus life. Yet, few came forward with concrete alternative suggestions to help the administration to deal with the problem. As one of the few, Eshbach had the courage of his convictions. He put forth his letter to show students that, in contrast to their negative opinions, alumni felt gratitude for the preparation they received.

18 April 1976 CUB AND KEY brought alumni and "class of 77" members together to reflect on the goals of excellence in liberal education. Sparkplug for the event was GLENN E. ESHBACH, '39. It was the first such gathering in more than a decade. Cub and Key alumni of note spoke on their indebtedness to their Ursinus education--LT. GEN. RAYMOND B. FURLONG, '46, Commander of the Air University in Alabama, and ROBERT MECKELNBURG, M.D., '52. WILLIAM E. WIMER, '39, and Chancellor D. L. HELFFERICH reminisced about the origin of the honor society in 1939. By highlighting outstanding former students, Eshbach hoped to demonstrate to current students that they were undervaluing their educational experience. The complaints about the college from students were troubling to him and other alumni leaders. PAUL GUEST, '38, and others on the board took a firm stance for the college's conservative philosophic temper and the social policies embedded in it. Eshbach did his part to support the college by offering examples rather than precepts. Examples, he felt, would speak louder than preachments about the values of the college. His approach had its own idiosyncratic spin, but students and administrators alike recognized the good intention behind it.

10 May 1976 ANDREA VAUGHAN DETTERLINE, '72, became ALUMNI SECRETARY. Vaughan, a Collegeville resident, brought professional advertising and marketing skills to the staff, needed in the growing competitive environment of higher education. She had been an honor student, officer of her class and co-editor of the yearbook. Detterline injected the perspective of a recent graduate as the administration sought to adapt the college to the broad social changes among Ursinus families since the 1960s.

3.

CONVEYING KNOWLEDGE

A. Providing the Curriculum

9 February 1971 The administration collected some examples of recent or hoped-for advancements in the ACADEMIC PROGRAM. The examples became a campaign document for the CENTURY II development program, soon to receive approval by the board of directors. The board's new fund-raising leader, WILLIAM F. HEEFNER, '42, and his committee, along with key staff members, wanted to bring about a shift of priorities with money. Their intent in devising the Century II campaign was to shift priority from bricks and mortar to the advancement of the educational program.

The collection of examples ranged across the curriculum. In mathematics, the report said that faculty were evaluating alternative ways of introducing the computer to the academic program. They did not yet see their way clearly to a decision. Acquiring better lab instrumentation was a priority in the minds of natural science faculty. Psychology was enjoying the prospect of more laboratory work in the newly opened life science building, later named Thomas Hall, and hoping for additional staff. Political scientists were turning new attention to Africa, Asia, and constitutional law. However, they already had brought the most important change when they introduced quantitative methodology for analyzing social problems. A major in anthropology and sociology was not in the immediate offing, but the college knew that the current offerings ought to expand. The college started a new major in philosophy and religion four years before and was in the process of acculturating new courses in aesthetics, philosophy of science, and epistemology. Language faculty, aware of declining enrollments, wanted to offer "study abroad" opportunities. They wanted to provide richer laboratory experiences for students but limits on funds prevented it. Faculty hoped for growth of fine arts electives but, again, limited funds and other priorities posed obstacles.

The faculty welcomed the fund-raising message from the board and the administration. However, the deficiencies in compensation and in funds for basic professional development took precedence in faculty minds. They overshadowed any ideas they might have had for significant curricular innovation.

While the faculty made modest curricular changes here and there in the 1970-76 period, the time had not yet come for significant development of the academic program. There were no incentives among senior faculty to be "change agents" in their disciplines. The group of new faculty just entering the college from graduate schools lacked the voice to influence curricular policy. Their hopes and fresh ideas, however, fueled the unrest that marked the months leading up to a presidential transition in 1976. President Pettit's administration preoccupied itself with the board's "conservative" agenda, which gave priority to the fostering of socialization rather than the conveying of knowledge. When inquisitive students sought to find out why curricular changes were slow in coming, faculty, instead of seeing potential allies, tended to give the students a perfunctory if not patronizing hearing. The dean of the college early in his tenure under Pettit expressed hesitancy toward innovation and thereby set a tone for the entire period.

In short, the attempt to infuse change in the academic program through rhetorical and fund-raising pressures proved to be less than a success. Faculty were not yet interested because of their personal pocket-book woes. The number of newer faculty probably would not yet have

been great enough to stimulate a desire for professional change across the campus, even if the national economy and other distractions had not been present. In a *17 October 1975* "letter of concerns" the faculty accused Pettit of misleading alumni and them about the allocation of funds raised through the Century II program. Too little, they avowed, went for the goal of improving the academic program, too much for buildings. They were wrong to find duplicity in the Century II record. However, they justifiably felt disappointment when the program failed to stimulate the academic program. By placing most blame on the president, they obscured the complex conditions underlying their disappointments. Not the least of those conditions was the lack of a unifying vision within the faculty itself for renewing and upgrading the academic program of the college.

9 February 1971 The faculty computer committee recommended that computing in some form be brought to campus. The committee report, submitted by its chair, EVAN S. SNYDER, '44, professor of physics, reversed a recommendation against computers in undergraduate education submitted five years before. *"Things have changed since then,"* said the report. *"There are now less expensive ways of obtaining computing capability, and several of our faculty have now had experience with computing and recognize its importance in the undergraduate curriculum."*

The committee members emphasized that they did not favor the teaching of computing as a subject in its own right. It was to be *"a tool to be used by the student in his own discipline."* They envisioned its use throughout the curriculum, not just in the sciences. They cited John Kemeny, president of Dartmouth College: *"I would like to make the case that in 1971 a decent computing center for educational purposes is as important for undergraduate instruction as a decent library, and that accrediting teams deny accreditation to those schools which fail to provide this service."* The committee thought Ursinus should enter academic computing by striking a contract with a university for long-distance time-sharing on its computer over telephone wires. It would allow entry into a new era of educational methodology without capital investment and long-term commitments. The faculty did not act quickly. Nearly four years later, on *15 November 1974*, the college entered a time-sharing contract with Kemeny's institution, Dartmouth.

The computer committee included two mathematicians (RICHARD BREMILLER and E. VERNON LEWIS), four social scientists (JAMES P. CRAFT, JR., DONALD HUNTER, CONRAD MEYER, and GEORGE SHARP), and a physicist (EVAN S. SNYDER). The absence of humanities or language instructors reflected the perception of that time that computers were enriching mainly the quantitative areas of study. Soon after the college gained time-sharing capability from Dartmouth, GAYLE BYERLY in English taught her students to study linguistic patterns with the aid of the computer. Even her early applications had a quantitative basis. The competition for time on the computer led to an argument among students about the legitimacy of using the computer for humanities studies. With the advent of the personal computer in the early 1980s, faculty came to see the broader pedagogical potential.

18 March 1971 A survey revealed what students would favor if CURRICULAR CHANGES were proposed. About a third (324) of the whole student body answered a student-initiated questionnaire. Several findings were of particular interest to faculty and administrators. Should more offerings in art be offered? 84% said yes. Should tutorial independent study programs be made available to all students in good standing (not just to those with a high cumulative average)? 84% said yes. Should students be able to choose between a broadly defined academic

major (e.g., natural sciences or humanities) and a specific major (e.g., chemistry or English)? 79% said yes. Should students be able to take non-major courses for a pass-fail grade? 74% said yes. Should the foreign language requirement for graduation be dropped? 43% said yes; 15% said no, and 39% said dropping it would be "detrimental" to an Ursinus education. (*Weekly*, 18 March 1971)

14 April 1971 The faculty selected SUMMER READING BOOKS for students who would enter in the fall. Summer reading was a "complementary cultural activity" in THE URSINUS PLAN adopted by the faculty in 1966. Each spring a faculty committee selected reading choices intended to resonate either with current issues or with subjects of abiding interest in liberal education. For the 1971 summer, incoming freshmen would be expected to read the following: For English, Arthur C. Clarke's *2001: A Space Odyssey*; for science, S. Mason's *A History of the Sciences*; for languages, one of three books from French, Spanish, or German.

The 1972 summer reading committee reflected a decline in importance of the practice when it made a perfunctory suggestion to colleagues. Any department wishing to do so should suggest for entering students one or two books of general interest and importance or of particular use in the discipline. Departments could use their discretion in following up their suggestions during the academic year.

Summer reading selections in 1973 were Alfred North Whitehead's *The Aims of Education* and Loren Eiseley's *The Immense Journey*. That year the faculty committee encouraged a revival of the lapsed practice of providing discussion sessions for new students at Sunday evening suppers in homes of faculty. (Faculty minutes, 7 June 1973)

Incoming students in 1974 were assigned Robert L. Heilbroner's *An Inquiry Into the Human Aspect* and B.F. Skinner's *Beyond Freedom and Dignity*.

In 1975, new students read *Jaws*, by Peter Benchley, and *Alive*, by Piers Paul Read. Both books were on the best seller lists that summer and were light fare compared with the assignments of the summer before by Heilbroner and Skinner.

14 April 1971 The faculty allowed seniors to participate in the COLLEGE SCHOLARS PROGRAM. Theretofore, only juniors, sophomores, and second semester freshmen with a B average could take the independent study program. Under the old rule, faculty expected that seniors would do independent study in the form of department honors. In recent years, that long-standing option earned three semester hours of credit as well as the "honors" designation at graduation. The new rule allowed seniors not bent on honors to do independent study. It also allowed a student doing an honors project also to do a college scholars project at the same time. This move reflected a conviction among an increasing number of faculty that independent study enabled the best kind of learning because it made the student a proactive supervisor of his/her own research interest. The college nurtured that pedagogical orientation in ensuing years until "student research" in the late 1990s emerged as a dominant theme of Ursinus.

22 November 1971 The ACADEMIC COUNCIL met to weigh a "statement of position" submitted by the curriculum reform committee of the Ursinus Student Government Association. The students were seeking to relax the course requirements for science majors. The paper captured the spirit of the times in this concluding paragraph: "College students are old enough to make responsible decisions regarding their course selections. It is the responsibility of the school to provide knowledgable [sic] advisors who can inform the students as to what courses

graduate schools consider necessary. At present much advice seems quite unnecessary and arbitrary. For example, Biology majors are urged to take literature courses which are not pushed on Chemistry majors."

Academic Council formed a sub-committee to study procedures for cross-departmental majors in response to the statement. At the same time, it expressed a comfort with the status quo and rejected as impractical the suggestion for a "general science" major.

15 December 1971 At a meeting of the ACADEMIC COUNCIL, invited students proposed the formation of a student-faculty curriculum committee. They suggested it would provide a channel of communication in academic affairs similar to that provided for social affairs by the student life committee. President Pettit and Dean Bozorth suggested an alternative--that students be invited to some academic council meetings. This, they said, would promote student-faculty-administration cooperation, clear confusions, and acquaint students with departmental and cross-disciplinary problems and procedures. Students agreed, and invitations now and then went to students to attend. It would be a number of years before students gained actual voting membership on the academic council. The student presenters were James Stellar, '72, the president of the Ursinus Student Government Association; Kevin Akey, '73; and David Miller, '72.

This proposal, like the "statement of position" presented the previous month, was a manifestation of the student activism that followed in the wake of unrest in the late 'sixties. The desire of students to be involved in shaping the curriculum had a double-edged significance at Ursinus. On one hand, it seemed to some faculty and administrators a cheeky invasion of their professional turf, where they felt they knew best what they should offer in the curriculum. On the other hand, many wanted to commend students for showing such a serious interest in their college experience. To them, the students seemed to be demonstrating the kind of intellectual independence and responsibility that the college sought to engender. It seemed more worthwhile to argue with students over curricular issues than over alcohol on campus and visiting hours in dormitories. For their part, the students, serious sometimes to a fault, took the pedagogical givens of the institution at face value and pressed against faculty when they found current practice at variance with stated objectives. The give-and-take created a sometimes turbulent and frustrating experience for both students and faculty. Yet, it also created a feeling of vitality and engagement.

9 February 1972 Academic Council recommended that the faculty approve the addition of INTERDEPARTMENTAL COURSES OF STUDY. Cautious about unorthodox innovation, the faculty referred the question to a meeting of department chairs but in due course the option entered the Ursinus Plan. The proposal allowed a student with at least a B average to combine two or more recognized academic disciplines, with the assent of department heads and the dean. The addition had little college-wide impact. It betokened, however, the prevailing notion that interdisciplinary studies were a desirable vehicle of learning for the best students. It added a challenging option to the curriculum at virtually no cost. It also responded to one of the concerns expressed by the leaders of student government, who were urging such changes.

3 March 1972 RICHARD G. BOZORTH, dean of the college, made a report to the board on academic planning. His comments captured the cautious position of the administration when it came to curricular innovation. President Helfferich had stimulated discussion and some action in

the 1960s. He had raised special interest in the "integration" of disciplines. In the Pettit administration, severe constraints arose, caused by inflation and the reaffirmation of a conservative stance found in Helfferich's "philosophic temper" speech. The administration stressed "deliberate study and change" in the curriculum rather than "experiment for the sake of a progressive image." Bozorth said, "*Consolidation, refinement, and occasional amalgamation should be our immediate curricular aims.*"

26 April 1972 ACADEMIC COUNCIL anticipated teaching problems to come when the SAT scores of entering students declined from the highs experienced during the late 1960s. Council minutes said to the faculty, "*It was agreed that all of us may have to make unusual efforts to stimulate and motivate students in our classes.*" This was an early appearance of the movement at Ursinus and across the nation some years later to engage the faculty in changing methods of teaching. The language departments already were feeling the pinch of enrollment decline. They were showing interest in new ways of teaching languages. With the hiring of John Wickersham in classics, the campus would become aware of new ways of teaching classical languages as "living" languages. Nevertheless, in faculty deliberations there remained throughout the Pettit period a strong emphasis on the students' responsibility to learn how to learn. The pedagogical ethos remained heavily judgmental. Students seemed to be satisfied in a competitive environment. At the same time, as evidenced in USGA proposals, some wanted relief from the rigidity of major course requirements and greater flexibility in course selection.

3 May 1972 A course in MINORITIES IN AMERICA was added to the history curriculum. The history department and education department strongly recommended the course for students seeking certification in the teaching of social sciences and other areas of teacher certification. More generally, the introduction of the course betokened the growing awareness on campus of black perspectives and the need to include such perspectives in the academic program.

1 November 1972 THE FACULTY approved the start of COMPREHENSIVE EXAMINATIONS as a graduation requirement for some majors--history, French, and Spanish. English already had a comprehensive requirement.

At the same meeting, faculty approved the granting of baccalaureate degrees to students who left Ursinus with ninety semester hours or more. To qualify, they had to have earned a doctoral degree from an accredited institution. This accommodated a number of former students from the World War II period who went on from the college's V-12 program to earn medical degrees.

15 November 1972 MARVIN J. REED of history chaired the first meeting of an ad hoc CALENDAR INVESTIGATING COMMITTEE. The faculty had voted in principle for a major reform of the academic calendar on 25 October 1972. The committee's fact-finding survey of other colleges disclosed a widespread trend of change. The traditional "lame-duck" period after Christmas and New Year's break was largely disappearing on other campuses. First-semester finals were ending before the holiday break. Although it made informative reports and offered possible models, the committee never made a final recommendation for change of the calendar. The Reed committee, however, did necessary groundwork for the eventual calendar reform after the change of administrations in 1976.

28 February 1973 ALBERT REINER, head of Romance languages, received approval for a SUMMER STUDY ABROAD program for academic credit in France and Spain. Reiner was sensitive to the problem created by colleges and universities when they loosened their entrance standards for foreign language study. This was fallout from the student-driven revisionism of the late 1960s. He was anticipating the decline in enrollments by offering the attractive opportunity for study abroad. Since Ursinus did not abandon the language requirement for graduation, enrollments in the non-major courses were certain to continue. The decline in majors, however, was a certainty to Reiner and other language faculty. It would become a persistent academic problem, leading later to reorganization and to pedagogical innovation.

1 March 1973 Four academic departments began using new MINI-COMPUTERS. The student newspaper described them as "essentially multi-memory banked calculators that are programable [sic]." (*Weekly*, 8 Mar 73). Chemistry, economics, mathematics, and political science used the computers. A champion of moving into electronic computing was JAMES P. CRAFT, JR., assistant academic dean and professor of political science. Craft's recent graduate work at the University of Pennsylvania had turned him into the new "quantitative" breed in political science. He used statistical methods to analyze political issues. Electronic computing facilitated these methods.

A *Weekly* report captured the primitive nature of the early computers on campus: "*One of their special contributions is learning reinforcement, for a student needs to master his material before he may program.*" Programming was the essence of use in those early days. "*The Physics Department presently possesses the most intricate computer of the four now on campus and entertains the possibility of obtaining a plotter which would plot graphs in accordance with data.*" It would be another year and a half before Ursinus stepped briskly into computer use with a long-distance contract with Dartmouth College's Kiewit Center.

2 May 1973 The faculty adopted a new NUMBERING SYSTEM FOR COURSES to show the normal year in which the course was taken. Courses in all departments received new numbers in a system that was consistent across the college. Courses numbered in the 100s were normally first-year courses, in the 200s second-year courses, and so on. The system was full of loopholes and many exceptions were possible and even desirable. Yet, the standardization had a unifying effect on faculty thinking about curriculum in subsequent years. Notions of sequence and timing were important in the mapping of curricular changes. The numbering system facilitated planning for such changes. In the preparation of the 1974-75 catalog, the first with the new system, department chairs and the catalog editor absorbed the many headaches always involved in changes of system.

7 June 1973 The faculty reinstated an old CLASS CUT RULE, applicable only to first-year students. Before a liberalization of the rules governing class attendance in the late sixties, the faculty required regular class attendance of all students. Allowable cuts could not exceed twice the number of weekly class meetings. For some years class attendance was at the discretion of the students. Faculty chafed at the chronic cuts this sometimes produced without sanction. They had a lengthy discussion about the free-cut rule at the 7 June 1973 faculty meeting. With the year over and a summer break in the offing, a senior member of the biology department cast caution to the wind and moved the reinstatement of the old system in toto. Cooler heads urged that the rule apply only to freshmen. His motion then passed with 30 in favor and 22 against.

This movement back toward an older order said several things about the faculty's posture. The faculty was unhappy with what they saw as student indifference to serious educational application. As a whole, however, they did not have a widely supported vision of the direction that pedagogical change should go to remedy this perceived problem. There was something of a split by age. Senior faculty tended to support the reinstatement, younger ones not. Meanwhile, student leaders were on the doorstep of the faculty, pushing for changes in educational culture. The reinstated cut rule ran at odds with their wishes. At a deeper level, the reinstatement suggested that the faculty members favoring it were somewhat comfortable with the "conservative" temper asserted for the college by the board in 1970. Their teaching style was rooted in long-standing custom. A new generation of recently hired faculty had not yet reached the strength or the clarity of view to effect significant pedagogical change. That would have to wait for some years beyond 1976.

18 July 1973 The AMERICAN STUDIES PROGRAM for Japanese students from Tohoku Gakuin University in Sendai, Japan, began. The Rev. Milton E. Detterline, campus minister and director of alumni affairs, administered the program, working closely with Richard G. Bozorth, dean of the college. The students stayed at Ursinus until 7 August, then left for a tour of the United States. Professor Jun Kawashima of the TGU English faculty accompanied the 15 Japanese students. Kawashima had studied for a time at Ursinus as a young man after World War II. He had found his way to Collegeville because of the German Reformed connection between Ursinus and Tohoku Gakuin. Missionaries from Pennsylvania in 1886 helped Japanese Christians found the university (then North Japan College). It maintained its Christian identity, even through the nationalistic fervor of World War II. (Article by Philip Williams. Ursinus Bulletin. May 1973.)

The American Studies Program for TGU students began largely because of the enthusiasm and persistence of PHILIP WILLIAMS. Williams was a United Church of Christ (UCC) missionary in Japan with a Ph.D. in English from the University of Pennsylvania. (The UCC was the successor denomination to the Evangelical and Reformed Church and its predecessor, the German Reformed Church. German Reformed pastors and laymen founded Ursinus.) He and his wife, Mary, also a Christian missionary educator, went to Sendai, Japan, in 1950. (Mary answered around the world to her more familiar nickname, "Tinker.") Their original destination, China, had banned Christian missionaries when it came under the control of the Communists. Williams became a faculty member at Tohoku Gakuin University in war-ravaged Sendai. For the rest of their active service, he and his wife were central figures in the life of the Japanese Christian community in Sendai. Motivated by Christian commitment to peace and love, both Philip and Mary Williams became dedicated promoters of Japanese-American relationships in the post-war decades. They were telling their American contacts at Ursinus and elsewhere of the emergence of a revitalized Japan after World War II long before it became a commonplace of the world's economy. Their black-and-white album photos of a hungry and incapacitated Sendai in the early 1950s were their base line for their story of the Japanese recovery.

Missionary fervor fueled Williams's communications with Ursinus in the planning years that led to the summer of 1973. He and Mary themselves had experienced personal fulfillment through their intercultural experience as missionary residents in Japan. They wanted other Americans to share in their enrichment through educational exchange.

Williams arrived on campus for the spring 1973 as a colleague in the English department,

where he taught two courses. In the summer, he taught a course in non-western world literature in which the visiting Japanese students studied along with regular Ursinus students. (Faculty minutes, 7 March 1973)

1 September 1973 RUSSIAN LANGUAGE instruction disappeared from the foreign language curriculum offerings owing to continuing low enrollments.

1 September 1973 Changes in courses for 1973-74 showed a trend toward less rigid CURRICULUM REQUIREMENTS and greater flexibility in designing courses of study. Chemistry majors no longer had to take German. Philosophy and religion majors no longer had to take Old and New Testament. They could take a new course, history and anthropology of religion of the western and eastern setting. Students with a B average or better now could arrange a specialized major combining two or more fields. The trend toward comprehensive coverage of material continued. History majors had joined English and philosophy and religion majors in taking a required departmental comprehensive exam for graduation. Now the economics department added a diagnostic test for seniors "for surveying purposes."

20 September 1973 The philosophy and religion department for the first time offered an introductory SURVEY OF RELIGION COURSE. Taught by KEITH HARDMAN, philosophy-religion 201-202 stressed the history and anthropology of the world's religions rather than the scriptures of various faiths. This shift in course content mirrored changes of interest among students. It also signified that the descriptive study of religion was displacing the college's earlier zeal to expose students to scriptural truths.

11 November 1973 After debate, the faculty approved an increase in the hours of observation required of STUDENT TEACHERS. Education department head ROBERT V. COGGER urged that students intending to seek secondary school teaching certification spend ten hours in field observation at area schools as sophomores and twenty as juniors. The prevailing rule required a total of only fifteen hours of observation. A number of faculty colleagues questioned the wisdom and necessity of this expansion. They were jealous of the finite time available for teaching major subjects. An addition of such pre-professional experience meant a subtraction of time devoted to liberal disciplines. The sense of proprietorship among faculty members derived from their partnership with the education department. Ursinus offered certification but not a major in secondary education. Student teachers always majored in a subject field, not education. This arrangement preserved the tilt of the college in favor of liberal education as opposed to pre-professional education. However, it led to tugs of war over time such as this one. Cogger and his education department colleague, WALTON LANDES, explained that the proposed thirty hours of observation was becoming the standard among certifying institutions. With complaining from some defenders of the liberal arts tradition, the measure passed.

16 November 1973 Ursinus reportedly was the only college of its size in the region without a COMPUTER PROGRAM. Board member JOSEPH T. BEARDWOOD III, '51, made this comment at the board meeting. Beardwood was a constant advocate of computers. He and professor of mathematics PETER G. JESSUP, who joined the faculty in 1973, had continuing conversations about the emerging technology.

6 February 1974 An ad hoc faculty committee began a re-evaluation of THE INTEGRATED CMP COURSE (Chemistry-Math-Physics). George Storey of English chaired the committee, made up of Richard BreMiller (math), Gayle Byerly (English), George Fago (psychology), Conrad Kruse (biology), and Blanche Schultz (math), one of the architects of the course. The committee reported out with a recommendation to terminate the integrated program. The faculty approved the recommendation on 8 November 1974.

10 May 1974 The PRE-MED COMMITTEE (formally the professional school credentials committee) chair made a report on strengths and weaknesses to the board of directors. Speaking for the committee was A. CURTIS ALLEN. He had become chair of the committee the previous year. (E. Vernon Lewis, mathematics, preceded Allen. Lewis had stepped in when Paul Wagner suddenly died in 1970.) Allen talked about the unprecedented influx of students into programs in the health-related sciences at Ursinus and elsewhere. This influx assured the colleges of a robust pool of well-qualified applicants. At the same time, it posed a problem of balance. Many students interested in applying to medical school were not in the top academic cohort but were qualified for admittance to Ursinus. The admissions office depended more than ever on students with pre-med in mind to achieve the projected size of incoming classes. Allen cited this as the heart of the dilemma faced by his committee when advising pre-med students. When such students demonstrated only middling performance in the college's science courses, he and colleagues had the task of convincing "less promising students to reorient their goals and redirect their efforts...."

By rigorously screening candidates for medical school and redirecting those unlikely to gain admission there, the pre-med committee sought to maintain the college's reputation among medical schools. Annually in these years, the pre-med chair would exhort faculty colleagues to channel their graduate school recommendations for students through the pre-med committee. Individual recommendations sent directly to medical schools without endorsement from the committee risked the college's reputation. For example, at the 5 January 1972 faculty meeting, E. Vernon Lewis, committee chair, said, "*With admission to these schools becoming increasingly difficult, it is essential that the college maintain its reputation for sending only highly qualified students....*" (Faculty minutes, 5 January 1972). However successful this strategy was for the institution, it had the effect of motivating some students negatively. It created divisions among students on campus. It strained relations between faculty and students in the sciences on one hand and in the humanities on the other. Most faculty members realized that the strategy adversely affected the morale of the campus. However, a systematic way to ameliorate the effects did not present itself.

10 May 1974 The college conceived a "3 PLUS 3 PLAN" to permit students to graduate in three years on an accelerated schedule. It required attendance at sessions during three successive summers, starting immediately after graduation from high school. The college guaranteed a selection of courses in summer even if a limited number of students participated. The college saw advantages for students in this schedule. They would spend less in tuition and become gainfully employed a year sooner. On the negative side, they would have to forego the income from summer jobs. They would get no financial aid for summer courses. The record shows no significant number of takers for the plan and it fell by the wayside.

The "3 Plus 3 Plan" was symptomatic of the recruiting uncertainties of the time. It fell into the category of "great ideas" called for by Pettit. A great idea was one that added value

without adding cost. It represented an early attempt to size up the far-reaching changes occurring in the delivery of higher education. It suggested that the college was beginning to see a more prominent place for marketing in its planning (a word just beginning to have meaning in higher education management).

5 June 1974 The college inaugurated a summer seminar course in PENNSYLVANIA DUTCH ETHNIC STUDIES. WILLIAM T. PARSONS, '47, professor of history, with the assistance of EVAN S. SNYDER, '43, professor of physics, designed the course. GEORGE W. HARTZELL, professor of German, also assisted. The seminar used Pennsylvania Dutch resources and specialists in the region. Students visited the KUTZTOWN FOLK FESTIVAL. The festival had come into the hands of the college in 1969 when it acquired the Pennsylvania Folklife Society. Parsons sought to emphasize the college's roots in the Pennsylvania Dutch community. The seminar focused on the "Deitsch" dialect, then beginning to decline in usage, and on the cultural heritage and folkways of the descendants of both plain and "church" (or "gaudy") German immigrants.

Parsons's book, *The Pennsylvania Dutch: A Persistent Minority*, appeared in 1976. The research for it, well along by 1974, gave him a solid foundation for introducing the seminar. The initial success of the seminar, however, did not lead to its growth in subsequent years, when offerings took place at the festival grounds as well as in Collegeville. Parsons continued to offer courses on various aspects of the folk culture and history, with varying enrollments. The hoped-for synergism between the course offerings and the annual festival in July did not arise. There were logistical problems. In addition, academic offerings seemed to many to be incompatible with the character of the festival. Mark Eaby, the festival manager, sought to generate money for himself and the college through light offerings of culture and heavy emphasis on food, entertainment, and the sale of crafts.

Snyder supported Parsons's work on personal grounds. He grew up as a Pennsylvania Dutchman whose first language was the dialect. His first calling in the physics department over time crowded out his participation in the folk culture program. His moral support of Parsons's efforts, however, never flagged.

Parsons's grand vision of an ethnic studies center at Ursinus continued to motivate him for the rest of his career. Illness finally forced him to give up offering courses. Still, for his remaining years of productivity, he wrote a steady stream of articles on the culture and published them himself. He pursued his custodianship of the archives and papers of the Pennsylvania Folklife Society in a room dedicated to them in Myrin Library. At his death in 1991, the work of cataloging and organizing remained unfinished.

Ursinus took direct ownership of the most valuable holdings of the Society--a tract of land in Lancaster County, *fraktur*, and broadsides. The Berman Museum of Art incorporated the *fraktur* and broadsides into its collections in the late 1980s. This gave them the curatorial attention they deserved. A developer bought the land for a substantial sum. Mark Eaby ended his long career as festival manager in 1995. The college sold the capital assets of the festival and its name to Richard Thomas. He moved the festival from Kutztown to Summit Station, where he successfully continued its operation.

1 July 1974 (approximate) The old snack shop in the center of campus became a new DRAMATIC ARTS WORKSHOP. The snack shop had occupied half of a corrugated "temporary" structure. The bookstore was in the other half. The snack shop had moved to the

COLLEGE UNION the previous year. Although a modest if not Spartan venue, it provided a setting for English department newcomer JOYCE E. HENRY to put sparkle into theatre course offerings of the campus. This remained the site of instruction and performance until the college converted Thompson-Gay Gymnasium into RITTER CENTER FOR THE PERFORMING ARTS in 1980.

20 August 1974 Incoming students were reading their summer book assignments by Robert L. Heilbroner and B. F. Skinner. Heilbroner's book, *An Inquiry Into the Human Aspect*, argued that human aspiration had material limits that the world should acknowledge. The faculty who chose the book may have seen it as a dose of reality needed by new college students in the aftermath of the Age of Aquarius. Skinner's book, *Beyond Freedom and Dignity*, gave the students an unadulterated dose of reductionist behavioral science by the maven of "operant conditioning." One way or the other, both books signaled the end of an optimistic liberal humanism at a moment that later would be seen as the start of a "postmodern" period. At the time of the assignment, the books were current and popular in academic circles. Freshman composition teachers and others focused on the summer readings in the start of the fall semester.

As in other years before and after, most students and faculty soon forgot the summer reading experiences in the blur of regular course assignments. Freshmen probably read or skimmed the books with the uncertain sense that they were a kind of intellectual hazing. By merely assigning the reading, faculty felt they were holding the students to a properly high intellectual standard. Yet, many felt less compelled to lead the students into a disciplined critical analysis of the texts. The ritual of reading and talking about the texts, without measured outcome, seemed to satisfy an institutional aspiration for intellectual quality.

30 September 1974 President Richard M. Nixon's resignation over WATERGATE on 9 August 1974 provoked an editorial comment, "Post-Watergate and Ursinus." The acting editor of the *Ursinus Bulletin* seized the occasion of the disastrous end of Nixon's presidency to assert the relevance of liberal education to practical affairs. Liberal education by the mid-70s was under fire. Critics said that it was irrelevant to the "technocratic system of specialized functions" of the emerging American society. "*But if the tragedy of Richard Nixon's Watergate can teach us anything,*" opined the *Bulletin*, "*it should teach us that the search for good is as practical and compelling an end today as it was in other days.*"

It continued: "*First and foremost, private persons need a sensitivity to qualities that are life-enhancing and an abhorrence of thoughts and acts that are life-destroying. For politics magnifies and takes unto itself the private values of the persons who practice it. After Watergate, it is all the more important that our political leaders bring to office an awareness of the need for wisdom as well as for knowledge.*"

The *Bulletin* acknowledged that Nixon was the product of a private liberal arts college (coincidentally, for a decade presided over by an Ursinus alumnus, FREDERICK BINDER, '42). It argued, nevertheless, that the liberal arts college was one of the few types of institutions that could still "*presume to speak directly of values, of good vs. evil, of a concern for the whole range of human experience. Sometimes our rhetoric seems worn, but our idea is permanently relevant and true.*"

It is noteworthy that the decade's greatest political tragedy should evoke from the college what at bottom appeared to be a marketing position statement. The piece suggests that mounting pressures on recruitment and retention and on finances were touching the deeper nerves of

institutional self-identity. In an earlier decade, such a self-justifying editorial would have seemed superfluous or self-evident. As the national government underwent fundamental trauma, so other components of America's institutional structures--colleges and universities prominent among them--underwent their own parallel tensions and transitions. Ursinus in the Age of Watergate was thus representative as it looked within itself for validation.

6 November 1974 The faculty approved additions and changes to the offerings in the PSYCHOLOGY DEPARTMENT. The number of majors in psychology had grown to more than a hundred in a total student population of about 1,100, nearly ten percent of the whole enrollment. It ranked third in size behind biology and economics. The department proposed the new courses because, despite large enrollment, it had a relatively small number of course offerings. New members of the department, with fresh insights from recent graduate study, argued to close noticeable gaps in the coverage of the field. Because of the budget restrictions imposed by the administration and board, the department proposed to add the offerings with no additional staffing. Instead, it would offer courses in alternation with existing courses. The proposals supported a trend toward student research by expanding a seminar and permitting juniors as well as seniors to enroll. New courses were in human learning, developmental psychology, and psychopathology and psychotherapy.

These modest departmental additions and changes typified the incremental approach to curriculum revision during the 1970-1976 period. The economics department in the same year introduced quantitative methods for business. Latin American studies, taught in English, augmented the World Literature offerings. This was a symptom of declining interest in languages and rising interest in other areas of study. Derk Visser of history received encouragement for developing an interdivisional course in humanities. Later it won support from the Glenmede Trust/Pew charities. More ambitiously, the president appointed an ad hoc committee of faculty to investigate the possibility of a major in fine arts. This was a symptom of the felt need to give students exposure to questions of human values in the academic setting. Some faculty and students felt that the study of the fine arts would provide a more desirable engagement with such questions than the social program of the college. The social program was a topic of continuing dispute because it heavily emphasized rules of social behavior. A fine arts major did not result from the study, but the faculty after the 1970-1976 period continued to show interest. It would lead to the development of the Berman Museum of Art and other steps to enrich the arts on campus.

8 November 1974 The faculty voted to terminate the integrated program for freshman science majors, CHEMISTRY-MATH-PHYSICS (CMP). This ended an experiment that began in 1963, conducted by three veteran Ursinus alumni professors, ROGER P. STAIGER, '43, EVAN S. SNYDER, '44, AND BLANCHE B. SCHULTZ, '41. The college created the eight-credit freshman course in the spirit of "integration," much on the minds of the Ursinus faculty in the early and mid-1960s. The course had its defenders. It remained innovative and marked Ursinus off from its institutional peers. It helped control the quality of the science and pre-medical programs. On the other hand, it proved to be inflexible as a curricular track. Prospective science majors began to be vocal about their negative experiences in the course. Biology majors criticized it for blocking them out of their favorite subject until the sophomore year.

With the decision to end CMP, starting in the subsequent academic year, 1975-76, the faculty seemed to gain an appetite for additional substantive change of curriculum. The

psychology department added three new courses. Economics and the Romance language departments each added courses. The new economics course in quantitative methods betokened a turn toward statistical methodology, a turn also seen in political science.

15 November 1974 Ursinus took a forward step in its COMPUTER PROGRAM by starting as a long-distance user of the services of the Kiewit Computation Center at Dartmouth College. Dartmouth at that time was a national leader in the academic use of the computer. Dartmouth's Thomas Kurtz and John Kemeny developed the program language BASIC. Kurtz became the college's informal counselor on computer use. Kemeny was president of Dartmouth when Ursinus signed up. Mathematics professor PETER G. JESSUP was director of the program that developed at Ursinus. Groups of Ursinus faculty members made the pilgrimage to Kiewit in the following years. Their exposure to the emerging technological environment in higher education proved valuable, especially for those in the humanities.

At the outset, the services available to Ursinus consisted only of programming capabilities in economics, statistics, anthropology, and political science. The Dartmouth computer was programmable in Basic, Cobol, and Fortran. Ursinus had access through four terminals operating 8.5 hours per day seven days a week. Terminals printed only in capital letters. Text editing was not workable.

The contractual relationship with Dartmouth lasted into the mid-1980s, when the college finally changed to a campus-based system. It allowed Ursinus to avoid the initial capital cost of buying a mainframe computer. It relieved the college of the many organizational and operational problems of the early, centralized approach, before the personal desktop computer arrived in the early 1980s. At the same time, on the negative side, the dependency on Dartmouth retarded a comprehensive approach at Ursinus to the development of academic computing. On balance, however, the college's first big step into the computer age hand in hand with Dartmouth was productive. Jessup was instrumental in establishing the relationship through a graduate school friend from Lehigh University who went to Dartmouth when Jessup came to Ursinus. An article in the September 1974 *Ursinus Magazine* said, "*Ursinus is broadening the students' exposure to the computer because of its increasingly important place in scholarship and in every dimension of contemporary civilization. A person who does not understand the use of the computer in the work of his own choice will be severely handicapped, compared to others who are computer-oriented.*"

The college was careful to note, as it entered the computer age, that its foundations rested firmly at Ursinus. John Mauchly, professor of physics at the college in the 1930s, was co-inventor of ENIAC, the world's first computer. Mauchly credited Ursinus as the site of his early thinking about computing. He went from Ursinus to the Moore School of Engineering at the University of Pennsylvania. He and Presper Eckert unveiled ENIAC there in 1946.

15 January 1975 A new course in COMPUTER PROGRAMMING appeared in the curriculum, taught by PETER G. JESSUP. Hastily, Jessup offered the new course in the spring semester so that seniors could take it. Ordinarily a new course would have opened the following fall. Jessup proposed to introduce students to the basics of computer programming, then to isolate and formulate "solutions to problems in a large variety of fields." The advance publicity for the course in the *Weekly* (12 Dec 74) said that the course "*will aid all students in working with the increasing 'quantitative' emphasis in all areas from the social sciences to mathematics and science.*" The heavy application of early computer instruction to statistical method is evident

here. The transformational influence of personal computing on all aspects of learning lay years ahead.

27 February 1975 The start of a COMPUTER PROGRAM rekindled old humanities-sciences conflicts. CYNTHIA V. FITZGERALD, '75, the *Weekly* editor, an English major, criticized science students for their proprietary attitude toward limited time-sharing computer facilities. (*Weekly*, 27 Feb 75). English majors, led by professor GAYLE BYERLY, were experimenting with the computer in doing language study. They perceived that science majors were criticizing them for using valuable computing time on "frivolous" pastimes instead of "serious" study of science.

Fitzgerald used this new conflict to highlight a long-standing perception of difference between the sciences and humanities at Ursinus. The sciences, particularly biology, were more heavily enrolled than non-sciences. Competition for admission was keener among those wanting to major in science. The pre-medical program, which was the heart of the sciences at Ursinus, enjoyed a prestigious position in the college. This "bread and butter" program brought the college good students and good public reputation. Humanities students such as Fitzgerald resented what they saw as a "better than thou" attitude among their peers in the sciences. She accused "bio" majors of poor participation in the life of the campus and vented her anger at "*the lofty attitude and the segregational beliefs of the majority of the science people.*"

Predictably, the editorial provoked sympathetic and antagonistic statements about the accuracy and appropriateness of Fitzgerald's opinions. Whatever the shortcomings of the editorial, it touched a nerve that went to the center of the campus community's definition of itself. That self-definition held conflicting formulations about the value of the sciences and humanities. These would persist into the future not only among students but among faculty members as well.

25 June 1975 PENNSYLVANIA DUTCH STUDIES expanded to include dialect studies and other cultural topics. EVAN SNYDER, professor of physics, native-born speaker of the Pennsylvania Dutch dialect, supplemented the cultural studies course offered by WILLIAM T. PARSONS. Parsons and Snyder and others offered mini-courses at the KUTZTOWN FOLK FESTIVAL for one-semester-hour of credit. Parsons was an inveterate promoter of regional ethnic studies. In the 3 April 1975 issue of the *Weekly*, he sketched the vision he had of graduate seminars in Pennsylvania Dutch. He saw the Ursinus campus flowering as the focal point of a far-flung interest in the ethnic roots of the area and of the college itself. He brought about a portion of this vision in subsequent years, largely on the strength of his enthusiasm for teaching and tireless scholarly effort. In the next several years, he produced an ample shelf of monographs and specialized studies of the folk culture and its artifacts, particularly the design of barns and outhouses! He took a growing interest in the genealogy of Pennsylvania Dutch families. When his health deteriorated, his support of the program diminished. No one had the knowledge or initiative to sustain it.

20 August 1975 Incoming students were reading their SUMMER BOOK ASSIGNMENTS: *Jaws*, by Peter Benchley, and *Alive*, by Piers Paul Read. Both books were on the best seller lists that summer. They were light fare compared with the heavy treatises by Heilbroner and Skinner, read the year before. Summer Reading Committee chair JOYCE E. HENRY said that the committee chose the books because of the moral and ethical questions they provoked. Faculty

continued to prize the common experience provided by summer reading assignments. Yet, they gave little sustained interest to the readings after brief discussions in freshman orientation. The history of the summer reading program in the 1970s was up and down. It would come under scrutiny in subsequent years. Faculty perspectives on its value changed as faculty demographics changed.

1 December 1975 MYRIN LIBRARY extended its hours of operation from 11:00 pm to midnight. The new librarian, HARRY E. (CHUCK) BROADBENT, '69, added a new degree of responsiveness to library operation, illustrated by this extension. Some students had recommended it as a way to "spread out" the noise created by students taking evening breaks around 9:00 pm. Broadbent based the professional rationale for extension, however, on the need to allow access to the newly installed computer center and generally to shift student values toward serious academic business in the later evening. At a time when the college sought to save energy, the extension added to consumption and cost. The library closed the third floor and turned off its lights after 11:00 pm to compensate in part for the extra usage.

1 January 1976 WILLIAM T. PARSONS, '47, was visiting the Palatinate in Germany, where he lectured on the Pennsylvania Dutch. He addressed a conference commemorating the 300th anniversary of the emigration of Palatine Germans to America. In the course of his visit, Parsons paid homage to the namesake of the college, Zacharias Ursinus. Ursinus's home and school in Neustadt remained standing. A memorial to him adorned the town church, where his remains were buried under the floor of the sanctuary.

1 April 1976 (approximate) THE NATIONAL ENDOWMENT FOR THE HUMANITIES (NEH) awarded Ursinus a \$39,500 grant for an experimental interdivisional studies program for senior students. The program originated in the thinking of Derk Visser, associate professor of history. He named it "*CIVITAS AND CIVILITAS—THEN AND NOW*." (The folkways of the campus converted "Community and Civilization" into the familiar "C&C" course.) C&C sought to offer a fresh approach to the humanities for the most ambitious students. Evaluations by faculty and students had found the College Scholars program and Senior Symposium, innovations of the previous decade, lacking in rigor and coherence. The experimental course was to focus on the relationship between communities (*civitas*), the values of institutions (*civilitas*), and the forces that bring about changes in both.

Visser had sharpened his conceptual approach to history to a critical edge when he did his doctoral studies at Bryn Mawr College. It led him to find significant shortcomings in the prevailing curriculum that he found at Ursinus when he joined the faculty in 1968. He was especially eager to lead the best students in all majors to integrate all of their learning around a disciplined quest for understanding "the condition of man in the present world."

Other faculty members who shared this ambitious goal with Visser made up the committee that launched the pilot project in the 1975 fall semester. They included the following: EVAN S. SNYDER, '43, of physics; LOUIS A. DECATUR and GAYLE A. BYERLY of English; CHARLES T. SULLIVAN of psychology; S. ROSS DOUGHTY, '68, of history. Dean RICHARD G. BOZORTH and vice president RICHARD P. RICHTER, '53, took part ex officio. Richter had worked with Visser in preparing the proposal to NEH.

NEH funds brought university scholars to campus in the summer of 1976 to consult with the committee preparing the course for offering in the fall of 1976. They also paid for guest

lecturers. The consultants were CYRIL E. BLACK of Princeton on modernization; ARTHUR P. DUDDEN of Bryn Mawr on the industrial revolution; CARLOS ALVARE of Lehigh on the environment of cities; DONALD W. BELCHER of University of Washington on interdisciplinary health care.

Some 50 students and 17 faculty members took part in the pilot offering.

This was not a promising time for curricular innovation on a broad front at Ursinus or elsewhere. President Pettit and dean Bozorth had declared an incremental approach to innovation and a firm resolve to preserve the existing good. Internal funds did not exist to encourage faculty innovation. The NEH project thus gave the college an appearance of forward-looking academic change almost in spite of itself. The faculty's interaction with noted scholars from prestigious universities also conveyed the feeling that Ursinus was moving in the right academic direction. It appeared to be in touch with the right academic places.

C&C lived for a good many years on campus. It was an intellectually stimulating outlet for inquiring students. It did not have a broad effect, however, on the prevailing academic style of the campus. Its very breadth may have hobbled its high hopes for "integrating" knowledge. The annual offerings, though organized around a theme, came to seem fragmentary and arbitrary. The grand goal of a disciplined conceptual effort at integrating knowledge seemed to fade as the course became one more elective for a small group of adventurous students. The course disappeared when the faculty revised the curriculum in the late 1980s.

B. Faculty Teaching

1 July 1970 ALLAN LAKE RICE, professor of German, received the Royal Order of the North Star from the King of Sweden. The Swedish knighthood came to him "in recognition of your fine and selfless interest in Swedish culture." Rice took Swedish as an elective when he was an undergraduate at the University of Pennsylvania. He said he fell in love with the language (as he did later with a Swedish woman who would become his wife) and taught it at Ursinus as an overload to his courses in German.

18 August 1970 PAUL R. WAGNER, '32, professor of biology and head of the prestigious pre-medical advising program, died suddenly while on vacation in Germany of a stroke. Born in 1910 in Mahanoy City, PA, Wagner began teaching upon graduating from the college in the midst of the Great Depression. Like numerous other alumni on the faculty in that era, he did graduate work at the University of Pennsylvania while teaching at Ursinus. He earned the MS degree in 1935 and Ph.D. in 1941. Wagner enjoyed respect for having built up an exceptionally strong pre-medical program. A high percentage of graduates each year won admission to medical schools, mostly in Philadelphia. Alumni remembered Wagner for his first-name acquaintance with the admissions officers at medical schools. He perpetuated and strengthened a network of such relationships that went back through the tenure of Matthew Beardwood and of Harold Brownback, '15, who had taught Wagner and had hired him. His hands-on style of medical school placement soon changed after his death. Changes in the competitiveness and scope of medical school admissions made it outmoded.

Following Wagner's death, President Pettit appointed ROGER P. STAIGER, '43, to be acting head of the biology department for the 1970-71 academic year. He continued to chair the chemistry department. Before his fateful departure for Europe, Wagner had recommended the hiring of A. CURTIS ALLEN to replace LEVIE VAN DAM, legendary biology professor, who

retired. Allen, just finishing his doctorate at the University of Michigan, came to a department in crisis over Wagner's death. After he became acclimated to the biology program, Allen took over as head of the biology department in 1972. The pre-medical program came under the leadership of E. VERNON LEWIS. A mathematics professor, he was pursuing a second career after long years in the employ of DuPont Corporation. Allen took over as pre-medical chairman in 1974. ("Ursinus Mourns Loss of Dr. Wagner," Ursinus Magazine, Fall 1970.)

1 November 1970 RICHARD G. BOZORTH, assistant dean and associate professor of English, became the seventh dean of the college when WILLIAM S. PETTIT moved up to the presidency. Bozorth came to Ursinus in 1969 from the University of Pennsylvania, where he had started teaching in 1947. He was a 1942 graduate of Penn, earned the master's degree at Princeton in 1946 and the Ph.D. at Penn in 1951. He had been chairman of composition at Penn from 1958 to 1965.

At the same time JAMES P. CRAFT, JR., became assistant dean of the college under Bozorth. Craft came to Ursinus in 1968 as assistant professor of political science from the University of Pennsylvania. He became associate professor a year later. He practiced the newer political science that applied statistical methodology to policy issues. An Annapolis graduate and career Navy officer, Craft left military service after 30 years to study political science at Penn. There he was dean of men from 1964 to 1967, during the first years of major campus unrest among students.

15 April 1971 (approximate.) EUGENE H. MILLER, '33, became president of the National Social Science Honor Society, Pi Gamma Mu, for a four-year term. Miller already had served as president of the Pennsylvania Political Science Association and enjoyed respect among political scientists both regionally and nationally. His duties as Pi Gamma Mu president took him to many chapters around the country to promote the purposes of the honorary association. Its purpose: *"to inspire scholarship in the social sciences, to inspire social service to humanity by a rational approach to the solving of social problems, to promote tolerance of differing views by engendering better understanding."*

8 July 1971 JOHN C. VORRATH, JR., head of Romance Languages and former assistant dean, died at age fifty. Vorrath earned his undergraduate and doctoral degrees at Yale. He came to Ursinus in 1962 after teaching at his alma mater and at the University of Delaware. Vorrath was a big man with a heart to match. In the tumult of the late sixties, his compassionate presence provided a safety valve. He could be severely critical of the stupidity surrounding much of the student movement. At the same time, he was sensitive to the youthfulness and hope of those striving for effectiveness and understanding. An anonymous eulogist in the 7 Oct 71 *Weekly* (p. 1) said, *"Surely Dr. Vorrath taught us all the poignant beauty of the enduring heart, the soul that strives against all adversity, yearning for flight."* Teachers of the quality of Vorrath assured that Ursinus would make it through troubled years. It was unfortunate that he was not present to help the Pettit administration through the vexations of the 1970s.

8 February 1972 JOHN J. HEILEMANN, physicist, died at age 64 after a 31-year career at Ursinus. Heilmann was a "lovable" small-college teacher. Students had a personal affection for him, even in the climate of alienation in the late 1960s and early 1970s. In an unusual move, President Helfferich appointed Heilemann "professor of the college" in 1969 and ended his

chairmanship of the physics department. This gave him college-wide license to lecture in integrated courses. In this role, he embodied the goal of curricular synthesis. He had a passion for music and an intellectual curiosity unbounded by normal academic disciplines. His enthusiastic life of ideas touched students in physics and other courses where he made cameo appearances.

He was a star performer in the traditional "Christmas lectures" given by science faculty in Pfahler Hall. In what might have been his last, he demonstrated the conservation of angular momentum about a fixed axis and rotation about a moving axis. A student's description in the 17 February 1972 *Weekly*: "*Like a human top, he sat on a piano stool and spun a wheel which he held. The wheel transferred its angular momentum to the stool, so it too went around. Dr. Heilemann just kept on spinning around, changing direction, and coming to stops because he thought it was fun.*"

Another student reported a year before (*Weekly*, 18 March 1971) on Heilemann's perception of students of the early 1970s compared to those he taught in earlier decades. "*He sees no great difference in today's students from those who were here thirty years ago.*" However, he did find the campus atmosphere freer than it had been. He reportedly found "*a freedom on campus to say what is on one's mind without fear of embarrassment.... [He] feels that this is one sign that 'the whole culture has grown up.'*"

Heilemann's imaginative mind found unusual expression in an article on Jesus that he titled the "Anonymian Heresy" in the spring 1971 issue of the *Ursinus Magazine*. He argued that it was unproductive to search for the historical Jesus. He thought that Christian virtue, especially humility, became more meaningful if the particular life of Jesus went "completely unnoticed." He suggested that salvation was an enterprise for all humankind. The impact of Christianity increases, he said, if we see Christ as "*a figure Who has achieved reality as a result of a process as mysterious as the process of cultural and biological evolution.*" There is no record that theologians from the United Church of Christ responded to his "heretical" paper. The student newspaper reprinted excerpts from it and concluded: "*We are sure that those who have been touched by this beautiful man will never forget him. The sages tell us that this is indeed the test of a great man.*"

30 June 1972 A memorable faculty generation began to depart the active scene of the campus when four stalwarts retired, following the recent deaths of two others. Leaving active service at the end of the 1972 academic year were ELEANOR F. SNELL, professor of health and physical education and legendary coach of women's field hockey and other sports; DONALD G. BAKER, professor of classics and long-time coach of men's soccer; WILLIAM F. PHILIP, professor of music, director of the vocal chorale known as the Meistersingers and of the annual *Messiah* performance in Bomberger Hall, a traditional event that continues to this writing to bring the fall semester to a climax; and HERMAN M. WESSEL, visiting professor of education, a short-timer in years of service compared with the other three but a strong influence on the campus owing to his personality and success as an elementary school principal.

During the 1971-72 academic year, three popular professors died. JOHN C. VORRATH, JR., head of the Romance languages department and one-time assistant dean, died 7 July 1971. Vorrath, a bear of a man, had a heart as big as he was, possessed of "kindness, patience, humor and forbearance," as President Pettit said. JOHN HEILEMANN, professor of physics and, since 1969, professor of the college, on the faculty from 1941, died 8 February 1972 while still on active duty as the faculty's "Renaissance man." HELEN T. GARRETT, professor of Romance

languages, mainly French, died 24 April 1972 after a long and painful illness. Students during her thirty-year career remembered her as a cheerful enthusiast for foreign language study. She walked the halls of Bomberger with difficulty caused by her crippled leg but maintained a pleasant demeanor as a mask to her physical pain.

President Pettit was a colleague and contemporary of these major faculty figures. He paid tribute to them at the 12 May 1972 board meeting (to Heilemann at the previous meeting). He said of Snell: she *"placed Ursinus women's sports in a prominent position on the map of the world."* Of Baker: *"As a convinced Quaker and a faculty gadfly, he has lifted every discussion to a new and different level."* Of Philip: *"He has never judged harshly, never lost a friend nor missed an appointment in his stay at Ursinus."* Of Wessel: He *"has unusual powers of personality, which are always exercised to a degree that others seek his company, his counsel and his friendship."* Of Heilemann: *"a distinguished gentleman, and a warm friend, the Professor's Professor, unique in the literal sense--one of a kind. In his breadth of interest and knowledge, primitive, classical and modern, he was today's counterpart of the Renaissance Man."*

Meanwhile, two professors of German who helped give the faculty of that time its distinctive stamp were looking ahead to retirement. GEORGE HARTZELL received approval for a sabbatical leave in 1973-74, and ALLAN LAKE RICE received permission to extend his teaching beyond age 68, the mandatory retirement age, through the 1973-74 year.

At the end of the 1975-76 academic year, ALFRED L. CREAGER, '33, who had been head of the old religion department and chaplain of the college in years past, left active service after gradually withdrawing. Throughout his thirty years on the staff, he doubled as pastor of Trinity Reformed Church across the street. Creager by virtue of his positions was the custodian of the college's Reformed Church heritage. He worked valiantly in class and out to demonstrate its vitality amid the changing moral and ethical perspectives of the faculty and students. Toward the end of his career, he reluctantly supported the end of required attendance at chapel and thus helped remove religious observance from the prescribed program of the college. By combining his openness to ideas and change with his certainty that such openness accorded with the deepest Reformed faith, he helped perpetuate the religious vitality of the college's founders. However, this was a holding action at best. The influence of the Evangelical and Reformed Church (after 1957, United Church of Christ) on the lives of students and on the policies of the college continued to move toward the periphery in years to come.

As this generation of faculty members departed the scene, their concept of their profession also began to diminish on campus. They did not define their accomplishments by the scholarly work they did beyond their home campus. (One exception among others was Rice, who was a prolific translator.) Nor did they pursue faculty development plans submitted for approval to a dean--that style of faculty life lay in the future. They all knew the deprivations of the Great Depression and the severe limits set for those who elected college teaching as a profession. They complained about the things Ursinus did not have. Yet, whatever they thought of the institution's constraints, each had the self-reliance to make a pact according to individual values and pedagogical vision. Snell rarely sought or received administrative approval for her unique way of evaluating the combined academic and playing-field performance of Ursinus's women student athletes. Baker's pamphlet handouts against smoking and drinking in his classroom in Bomberger evoked the amused tolerance of colleagues and students alike. Philip inspired students to follow him because he manifested a vulnerable sort of love for them, not because they perceived him as a great musician. Faculty members had a kind of entrepreneurial

freedom to impact students in their particular styles, unfettered by formal expectations. The constraints on their pedagogical freedom came disguised as the subtle tyrannies and stylistic quirks of a dean or a president. It was a strange kind of professional arrangement in the light of subsequent practice on campus. However, it worked, if measured by the productive careers of alumni of those years and by their loyalty to the institution.

ROBIN CLOUSER, '63, one of George Hartzell's proteges who came back to teach German, interviewed his mentor for the February 1975 issue of the *Ursinus Bulletin*. He quoted Hartzell: "*At Ursinus a humane attitude toward the students was always the main thing because a student is really a less experienced scholar.*" In speaking for himself, Hartzell spoke for a whole faculty generation. Hartzell would die on 25 November 1975 as renewed controversy over social rules stirred among the students.

As major faculty figures departed, new names came to the fore that would identify the faculty as it evolved through Pettit's administration. Among those promoted or tenured at the 3 March 1972 meeting, several would serve through long careers and make their own different sort of impact on the institution: RAY K. SCHULTZ, associate professor of chemistry, received tenure; MARTHA C. TAKATS of physics and RICHARD P. RICHTER, '53, of English advanced from instructor to assistant professor.

Meanwhile, a cadre of fresh new faculty faces prepared to arrive on campus in the fall of 1972. Several of them would stay the course and make their mark on the college no less distinctively than the outgoing generation.

Among the newcomers was JOYCE E. HENRY in the English department. Henry brought professional experience and formal study of theatre to the college's theatrical program during the Pettit administration. She remained as the driving force of theatre instruction and performance for well over a quarter of a century. She pressed to convert the snack shop in a corrugated "temporary" building at the center of campus, behind Bomberger Hall, into a theatre-in-the-raw. Later, Henry conceived of the conversion of Thompson-Gay Gym into Ritter Center with its black-box theatre.

The college had chosen ROBERT RAND DAVIDSON in the health and physical education department as the likely successor to EVERETT M. BAILEY, veteran chairman of both athletics and the academic department. Davidson took over in 1977. He held both positions until 1996, when he gave up the athletics position and concentrated on leading the academic department.

JUAN ESPADAS entered the life of the college as an instructor in Spanish. He became the first chair of a newly combined modern languages department in the early eighties and played a major role as a faculty leader on academic council.

PETER F. SMALL began as assistant professor of biology, later became chair of his department and for many years was an assistant academic dean.

JOHN M. WICKERSHAM replaced DONALD G. BAKER as the one-man classics department. Wickersham stamped the department with his own unique personality and professional drive. He became one of the most-published *Ursinus* faculty members in the academic press. With a team of other fellow members of Phi Beta Kappa, he worked mightily to bring national approval of the PBK Society to an *Ursinus* Chapter, a victory finally won in 1992.

In the next couple of years, Pettit hired other new faculty members whose careers on the campus would be lengthy and influential in the life of the college: (in 1973) PETER F. PERRETEN in English and THEODORE A. XARAS in art; (in 1974) JOHN D. PILGRIM in economics and ROBIN CLOUSER, '63, in German; (in 1975) S. ROSS DOUGHTY, '68, in

history and MARY B. FIELDS in biology.

Xaras's meticulous approach to instruction in drawing contrasted to his imaginative reading of American popular culture. This made him an unpredictably interesting instructor to students and a colorful colleague to faculty members. In the course of his career, he would become the college's in-house portraitist of important faculty, board members, and administrators. His subjects would come to include board presidents John H. Ware, Thomas P. Glassmoyer, '36, and William F. Heefner, '42; president Richard P. Richter, '53; deans Maurice W. Armstrong, Richard G. Bozorth and William E. Akin; faculty members Calvin D. Yost, Jr., '30, (and a copy of a portrait of Calvin D. Yost, Sr.), and Roger P. Staiger, '43; maintenance supervisor Joseph Hastings. Taken together, these portraits make up an unsentimental, realistic set of insights into the character of people who had important parts in shaping the course of the college's development.

Students rightly perceived that Pilgrim, fresh out of Vanderbilt, was hired to help "shape up" the standards of the economics department. They came to respect him as a demanding but interesting teacher. He would later do a fellowship with the American Council on Education and cast his lot as an administrator. He became in the Richter administration the vice president for finance and planning. Throughout he continued teaching a course in economics. He left Ursinus after 23 years in 1998 to serve as vice president at Millsaps College in Mississippi. Perreten's unflagging professionalism in the teaching of literature and composition, Clouser's unique service as a humanist on the pre-med committee, Fields's dedication to teaching the teachers of biology, Doughty's uncommon commitment to the teaching process--by such individual qualities was the collective quality of the faculty augmented.

Also in the "class" entering in the fall of 1972 was ROBERT V. COGGER. A seasoned school superintendent from New York State, he came in to head the education department upon the withdrawal of HERMAN M. WESSEL. Cogger gave Pettit a stable point of maturity in the faculty at a time when many veteran colleagues were leaving and many new faces were appearing fresh out of graduate school. He served until retirement in 1985.

Seen in retrospect, this cadre of bright new faculty hired by Pettit constituted one of his most lasting contributions to the welfare of Ursinus. They were of a generation of professionals who brought from graduate school a new commitment to remain abreast of their fields not commonly seen before on campus. By the end of Pettit's administration, they would begin advocating a reformed campus culture that would formally support professional research and pedagogical development in ways previously not expected by faculty and not provided by the college.

3 September 1972 JAMES L. BOSWELL, professor of economics for nearly 40 years, died at age 84. Boswell had retired in 1960. Alumni remembered Boswell's purist teaching of supply-and-demand economic theory, unsullied by Keynesian notions or other theories that emerged from the distresses of the 1930s. They also remembered his benign indifference to class attendance. Legends of skipping parts of Bosie's lectures in Bomberger by exiting through the back window enriched alumni cocktail conversation for years after his retirement.

15 September 1973 WILLIAM B. WILLIAMSON, head of philosophy and religion, added another title to a growing list of his book-length publications, *Oneness: Ephesians on Church Unity*. Joining the faculty in 1968, Williamson brought a penchant for publication not commonly found in the faculty at that point. With a focus on Christian education and the

linguistic analysis of concepts, he had three previous books on his curriculum vitae and was preparing another for appearance in 1974. Williamson would later receive the first professional achievement award funded by a major faculty development grant from the Pew Charitable Trusts. He was one of the forerunners, then, in moving the college faculty toward a greater emphasis on producing visible scholarly products.

The new cadre of faculty just entering the college was bringing a new commitment to scholarly publication and would follow in the wake of Williamson's work. Later that fall, JOHN WICKERSHAM of classics saw his first book into print, co-authored with a fellow classicist, *Greek Historical Documents--the Fourth Century, B.C.*

8 November 1973 The CHEMISTRY DEPARTMENT commemorated its long-time leader, RUSSELL STURGIS, with a portrait by ELLWOOD S. PAISLEY, '13. ROGER P. STAIGER, '43, current department chair, declared Sturgis "the father of modern chemistry" at Ursinus. The portrait by Paisley, who was secretary of the board of directors and a self-taught artist, included symbols of Sturgis's life--chemical scales, a Christian cross, Pfahler Hall, and a Pennsylvania Railroad logo, representing his hobby. The portrait was hung in the chemistry department reading room in Pfahler Hall (space that served as the office of the college president during the administration of McClure and most of that of Helfferich).

15 November 1973 The SOCRATIC CLUB, a faculty forum for scholarly interests, heard its first lecture, delivered by GEORGE FAGO of psychology. He contrasted radical behaviorism as taught by B. F. Skinner to "new-behaviorism." The latter, he said, was more inclined toward hypothesizing in the classic scientific mode. The Socratic Club was a vital sign of the intellectual life of the campus, breathed into life by younger faculty members and serious-minded students. Subsequent topics were the Watergate problem and the tenets of Quakers. While it did not last long, the club's emergence signaled the infusion of youth and new perspective into the faculty. Fago and others like him would become the major change agents in the curriculum reviews of subsequent years.

16 November 1973 NON-RENEWAL of the contract of a non-tenured professor, approved by the board, precipitated an appeal. The appeal process, involving an advisor from outside the college community, was an ad hoc arrangement. From the administration's perspective, informal arrangements for voicing grievances protected the interests of the faculty member. While the faculty member departed and stability prevailed, the case left a residue of opinion among some faculty. They felt that a formal grievance process for retention, promotion, and tenure decisions would improve relationships between the faculty and the administration and board. That feeling translated into a specific call for a formal grievance procedure in the faculty's "letter of concerns" in *October 1975*.

20 March 1974 (approximate) Two political science professors presented RESEARCH PAPERS at the International Studies Association convention in St. Louis. EUGENE H. MILLER and JAMES P. CRAFT, JR., spoke on a panel on "The US in Asia: The Containment Policy Re-examined." Miller was a leader in Pi Gamma Mu, the social science honorary society. He maintained a tireless schedule of study, travel, and research, regularly producing articles in various journals. Craft's recent Ph.D. work at the University of Pennsylvania made him the "quantitative" political scientist of the campus. His duties as assistant academic dean did not

deter him from playing a role in the professional political science organizations in the east.

25 April 1974 Two English professors received post-doctoral research GRANTS FROM THE NATIONAL ENDOWMENT FOR THE HUMANITIES. At Princeton, JOYCE E. HENRY studied Shakespeare's development as a dramatist. At UCLA, PETER PERRETEN studied the influence of other arts on literature. NEH over the years would provide additional grants, small but useful, for Ursinus faculty members. The work enabled by these awards enriched the professional atmosphere of the college at a time when it was not spending its own funds for professional development.

1 July 1975 HARRY E. (CHUCK) BROADBENT, '69, became head of Myrin Library, replacing CALVIN D. YOST, JR, '30. Broadbent was a student worker in the library during planning and construction of Myrin. He brought an up-to-date understanding of the dynamics of what was becoming "information science." Later, he led Ursinus through the computerization of its collection management. Broadbent became responsible for coordinating planning in the Richter administration in addition to his library responsibilities. Yost continued to teach English literature until his retirement a few years later.

14 November 1975 The board named the astronomy observatory atop Pfahler Hall in memory of Professor WALTER W. MARSTELLER, '49. Marsteller, who died *19 September 1975*, designed and constructed the observatory with his own hands over a period of several years. In a report to the board, President Pettit had personal recollections of Marsteller's craftsmanship: "*He designed and personally built the Observatory atop Pfahler Hall, ingeniously devising the dome from aircraft aluminum and constructing motors and timing mechanisms from surplus military parts.*"

For several decades, it housed the Elihu Thomson Memorial Telescope, on loan from the Franklin Institute in Philadelphia. The Institute reclaimed the instrument in the 1980s. Although the observatory thereby lost its primary function, its prominent place on Pfahler's roof continued to make it a visible symbol of the sciences at the college. Contractors dismantled the Marsteller observatory in the course of building onto Pfahler Hall in the 1997-98 academic year.

Marsteller was the only full professor in the modern history of the college whose formal education ended at the baccalaureate level. He combined his knowledge of applied physics with his calm concern for students to become a model of the small-college faculty member in an era when credentials were less compelling than they later became at Ursinus.

C. Students Achieving

4 December 1971 A team of MATHEMATICS MAJORS ranked high in a prestigious national competition among mathematics students. Ursinus placed 16th among the 165 contestant institutions in the William Lowell Putnam Mathematics Competition, sponsored by the Mathematical Association of America. NED SCHILLOW, '72, FRANK SCHMIDT, '75, and KATHLEEN YOUNG, '73, represented the college. MIT, Harvard, and the like took the top positions in the competitive test. Demonstrated student performance such as this helped sustain the reputation of Ursinus as a good place for bright students in mathematics and the natural sciences. (*Weekly*, 16 Mar 1972)

13 April 1972 Three CHEMISTRY MAJORS won external awards for their high academic achievement. The Philadelphia Section of the American Chemical Society recognized LARRY S. ANDREWS, '72, for his high academic average and his research project for honors. Andrews presented his research findings the following month at the Intercollegiate Student Chemists' Conference, held at Moravian College. The Philadelphia chapter of the American Institute of Chemists, meeting at the faculty club of the University of Pennsylvania, honored SUSAN K. ESTERLY, '72, for her high average and honors paper. DONALD W. HESS, '72, received the Merck Index Award for his high academic standing. Their chemistry department counterparts in other years received similar recognition from the larger chemistry community. They helped sustain Ursinus's reputation for success in the teaching of the natural sciences and mathematics. (*Weekly*, 13 Apr 1972)

10 June 1973 (approximate) Seven students went to France with ALBERT REINER, chair of the Romance languages department in the first SUMMER PLAN ABROAD. The seven-week program gave students the opportunity to live with French families in various parts of France and then to live in Paris. As interest in foreign language study began to falter across the nation and at Ursinus, Reiner sought innovative ways to give it appeal. The following summer saw nine students go abroad for summer study, some to France and others to Spain.

30 April 1976 A junior psychology major presented his STUDENT RESEARCH PAPER at a professional colloquium. ALAN TAREN, '77, gave his paper at the eleventh annual eastern regional Psi Chi Colloquium, held at Lafayette College. Taren titled his paper "Evidence for an Interruption Theory of Backward Masking." It grew out of a course requirement in Tests and Measurements. The psychology department intensified its established emphasis on student research at about this time. It led the way among academic departments in years to come. The movement would grow through the ensuing years to become a campus-wide institutional hallmark in the 1990s.

5 May 1976 An Ursinus student won a year's study in Scotland from the ST. ANDREW'S SOCIETY for the eighth consecutive year. KEVIN S. LEIBENSPERGER, '78, a sophomore political science major, followed GEORGE S. BAUSE, '77, who was finishing his junior year at the University of Edinburgh. Ursinus students had won a disproportionate number of the highly competitive awards from the inception of the scholarship in 1957. Among the long line of recipients was Ursinus history professor S. ROSS DOUGHTY, '68. Some other past winners were DAVID LISCOM, '76, RANDALL S. COLE, '75, WARREN ROBINSON, '74, CHARLES L. CHAMBERS, '73, and MASON WILLIAMS, '71.

Ursinus students fared well against their area peers in part because of a rigorous pre-screening conducted on campus. It assured that only the best and brightest would apply. However, the history of the scholarship was also at play. NORMAN E. MCCLURE, a proud Scotsman, in his later years as the Ursinus president (1936-1958) headed the St. Andrew's Society committee that worked up the ground rules for the endowed prize. His copious notes on the project make it abundantly clear that he and his Society colleagues expected Ursinus students to be among the regular beneficiaries. His colleague and fellow Society member, H. LLOYD JONES, of the Ursinus English department and admissions staff, for many years administered the search for candidates on campus. Jones kept the relationship between the college and the Society well cultivated.

D. Teaching and Learning in the Evening School

1 August 1971 The direction of the EVENING SCHOOL changed hands as ROBERT J. MYERS retired and CHARLES L. LEVESQUE joined the staff. Like his predecessor, Levesque had had a lengthy career as a chemist at Rohm & Haas Company before taking retirement and embarking on a part-time second career in education. A Phi Beta Kappa graduate of Dartmouth College and holder of a doctorate from the University of Illinois, he brought an aggressive managerial style to the Evening School and a high level of interest in liberal education to the campus community.

12 May 1972 CHARLES L. LEVESQUE, director of the EVENING SCHOOL, reported to the board on Evening School enrollment and its long-term objectives. Enrollment stood at about 725. Levesque said that as patterns of college education were changing, the Evening School allowed the college to achieve some flexibility and undertake experiments at minimum risk. Its long-term objectives were (a) to gain fullest possible utilization of facilities; (b) to give maximum service to the community; (c) to gain maximum added net income for the College; (d) to achieve these objectives within a framework compatible with the overall mission of Ursinus. The Evening School was offering only degrees in business administration. Levesque floated the idea that it might offer baccalaureate degrees in the arts and sciences. It would be some years before it began to do so.

4.

FOSTERING SOCIALIZATION

A. Facilities and Services--The College Union

13 November 1970 The board of directors received the draft of a constitution for the proposed COLLEGE UNION in the old Alumni Memorial Library building. RICHARD P. RICHTER, '53, vice president for administrative affairs, presented it. TERRY MARTIN, '72, and JEROME LOUX, '71, accompanied him to lend student support to the concept.

The creation of the College Union was an important step in the Pettit administration to channel student initiatives unharnessed during the unrest of the late 1960s. The draft constitution, developed by students and staff members, gave students a major responsibility in the management of the proposed new facility. Richter's comment to the board was explicit on this point: *"The proposed constitution is intended to provide not merely a responsible management of a student social building. It is also intended to bring new coherence to all out-of-class campus events. It is even possible to hope that it could convert some of the restlessness of students into a new and constructive excitement about life on our campus."* Bond & Miller Architects designed the renovation. The College Union opened in *February 1973*. Students poured much energy into the planning phase of the project long before that momentous opening.

10 August 1972 Work on the conversion of the old Alumni Memorial Library into the COLLEGE UNION began at an estimated cost of \$400,000. The old reading rooms remained architecturally intact and became large social lounges. A snack shop went into the old open-stack area in the rear of the library building. Spaces for student organization meetings and a music listening room occupied the old boardroom and other former administrative offices.

The administration had hoped to start the project as early as February 1972. When contractors' bids came in at \$680,000, far more than expected, the project had gone back to the drawing boards for a scaled-down plan. A grant from the Kresge Foundation of \$100,000 tipped the decision to proceed. Even the scaled-down version cost more than the amount originally allocated. The newly renovated building opened in *February 1973*.

8 December 1972 The first meeting of the College Union governing board took place, operating under the constitution originally presented to the board of directors on *13 November 1970* in draft form. The Union governing board was broadly representative of the college community. It had members from the board (chancellor Helfferich), the administration (vice president Richter, business manager Nelson Williams, and the College Union director, Herman Wessel, serving in this part-time capacity after retiring from the faculty), alumni (Jerome Loux, '71), and students (Robert Lemoi, Dave Zimmerman, Mark Trishman, Judy Freelin, Kathi Jogan, a Miss Ferrell). Dean of women Ruth R. Harris, '36, in charge of scheduling social activities for the whole campus, and President Pettit attended. Officers were Richter, chair; Freelin, vice chair; Jogan, secretary; Robert Gassel, treasurer. An operating or program board made up entirely of students included Lemoi, chair; Zimmerman, vice chair; Freelin and Trishman, secretaries, and Gassel, treasurer. Through an array of functional committees, students took major responsibility for the Union. There were committees for art and interior, coffeehouses and concerts, food, house rules, publicity, lectures-forums-films, recreation, store and merchandising. Wessel was a benign

overseer of students. Charles Fegely, his successor, a secondary school physics teacher with long association at the college, extended his style of trusting oversight when Wessel retired. The Union operated financially as an auxiliary enterprise in the college budget, with its own income and expense. Students thus gained valuable insight into the business side of a comprehensive operation, including a snack shop.

The new Union created a menu of social activities that paralleled those organized by the long-standing student activities committee. Administrators hoped to consolidate all activities under a campus-wide aegis. It never quite happened, although events by both groups came to be coordinated somewhat. The Union made a major addition to campus life from its opening in 1973 until the building became the Berman Museum of Art in 1986. It provided dedicated space for student social activity. It gave opportunities to students to initiate and manage. It gave visible evidence of the priority conferred on extracurricular life by the college.

It is hard to measure how much it helped diffuse the fog of negative student feelings inherited from the late 1960s or helped retard transfers out. Still, it was a happy interlude in the history of student life. It was devoid of the haggling over rules that so marked other aspects of student life. It gave real responsibility to student managers, who were heavily involved in its daily operation. Implicit in this balanced success was the agreement of the students not to challenge the college prohibition on the use of alcohol on campus.

14 February 1973 ROBERT R. LEMOI, '74, said in a memo to all College personnel: "*The URSINUS COLLEGE UNION opens its doors to the College community on Monday, February 19th at 8:30 am. In addition to having comfortable lounges and meeting rooms, we will have a new snack shop, with good food, cooked to order. A menu is attached for your information. We hope you will make full use of this great new UNION.*" Hamburgers were 50 cents, sodas 15 cents.

The student *Weekly* reported on the instant success of the Union and editorialized: "*Great numbers of people from all segments of the campus community have continued to use the building steadily...In only a week this steady use has changed the atmosphere of the school to an astonishing extent.*" The *Weekly* sensed "*a new spirit, a new reinforcement of the bonds of community. We had expected the change in spirit to occur over a few months, not in one week.*"

7 November 1973 THE COLLEGE UNION organized the creation of a giant U-shaped banana split 600 feet in total length. Statistics: 800 bananas, 150 gallons of vanilla ice cream, four gallons each of chocolate, pineapple and butterscotch topping, 50 gallons of whipped cream, two gallons of cherries--all donated by local vendors. Faculty and students made the massive mess in a half-hour outdoors on the women's practice hockey field. The temperature fortunately was low enough to prevent instant melting of ingredients. Frivolous in substance, the event had the intended effect of mobilizing campus-wide good will, however briefly. Widespread coverage in the Philadelphia area press and television news magnified the sense of accomplishment.

The College Union sponsored similar "record breakers" in the next couple of years. In 1974, it sought to build the biggest jigsaw puzzle in the world, made of 600 pieces; in 1975, the biggest hoagie. None of the subsequent events quite recaptured the *joie de vivre* generated in the campus community that fall.

Those prone to make comparisons of differences in student attitudes from generation to generation could not help finding significance in this new form of student "activism." These younger brothers and sisters of the angry students of the late 1960s seemed to want to enjoy

being kids. Some saw them trying to avoid the anxiety and pain their families experienced half a dozen years before. What such observers thought this said about youthful attitudes toward the serious business of liberal learning was less clear.

19 April 1974 JEANE DIXON, the popular seer of future events (she claimed to have predicted John F. Kennedy's assassination), made an appearance in Helfferich Hall. The College Union sponsored the event. The large crowd included many of her adult followers from the surrounding community. Students organizers compared her appearance with that of a rock star such as BRUCE SPRINGSTEEN, who also appeared on campus that semester. Their goal in organizing "big" events was to dispel the impression that Ursinus was out of the mainstream of popular culture.

The desire to hold "big" shows represented a change in student attitudes from the late 1960s. In the earlier years, protest against the Vietnam War and against perceived wrongs in campus life took precedence in the minds of student organizers. ("The Agency" formed by Lou Linet in the earlier part of the 1960s was an unique entrepreneurial initiative. It brought major performers to campus and operated on its own budget, probably turning a profit for Linet. But with Linet's graduation this robust activity waned as youthful anger rose.) Student leaders and administrators found new common ground in arranging such shows. Administrators derived a certain relief from being able to facilitate events that would not threaten to undermine college policies and that would make the students feel good. For their part, students by this time were beyond the threat of the draft. They appeared to be more interested in the hedonistic aftereffects of the social upheaval of the late 1960s than in fighting the system.

Springsteen appeared in Helfferich Hall shortly before he gained national popularity as the muscular laureate of a new attitude toward life in America. Ursinus student organizers got to know him while crawling the Jersey shore spots where he first performed. The college paid a mere \$1,500 for the two-hour performance of him and his group. When he finished the concert, students in the darkened, packed gymnasium lit matches and lighters and chanted for an encore. College administrators on the scene panicked at the thought of seeing burn marks on the new synthetic floor of Helfferich Hall. They called off the encore, the lights went up, and the Springsteen appearance became instant legend, in spite of the unsatisfied desire of the students for more.

Dixon came to campus as the Watergate crisis was moving toward its climax, the resignation of President Richard M. Nixon. At dinner with the welcoming committee before her appearance, she predicted another presidential crisis in 25 years that would "dwarf" Nixon's dilemma. She did not live to see the scandal that arose over President Clinton's personal life, more or less at the time she predicted.

B. Extracurricular Activities

(1) Governance And Activism

25 September 1970 The board of directors approved a statement of STUDENT FREEDOMS AND RESPONSIBILITIES. The statement also received approval from the faculty. A group of students wrote the original version in the spring of 1970. The group included JANE SIEGEL, '72, ALAN NOVAK, '71, JAMES STELLAR, '72, STUART SWEET, '71, and KARL WEILAND, '71. Titled "Ursinus Bill of Rights," that version appeared in the *30 April 1970*

edition of the *Weekly*. It became the subject of discussions in a committee of board members, administrators, faculty, and students. It incorporated some material from a previous "Statement on Student Freedom at Ursinus College" written by a committee of board and faculty. That statement received approval from the board and subsequently by the faculty on 6 February 1969.

The document approved on 25 September 1970 accorded students a legitimate place in the governance of the college, albeit one that was subordinate to the corporate authority of the board. It declared a broad philosophical assumption about the open-endedness of knowledge. It gave primacy to rational discourse and declared protest demonstrations inappropriate as a method of communication. It ensured the freedom of students to express their reasoned views in course work and in approved extracurricular activities. It delegated authority to recognized student organizations to invite speakers and guests. However, it asserted the administration's authority, on advice from the faculty, to withdraw the delegated authority of a student organization to invite speakers. It gave the Ursinus Student Government Association a recognized place in the governance of student affairs but, again, as a delegated authority from the college. Students had freedom of the press and radio, bounded by standards of good taste.

A key section from the standpoint of board members dealt with rights and responsibilities concerning student conduct: "*As a college historically concerned with the whole range of human values, Ursinus deems it desirable that certain norms of social conduct be observed by students.*" Students were to participate in formulating regulations governing conduct. They also were to be responsible for adjudicating and enforcing them.

The college would not prohibit students from distributing pamphlets and creating petitions about college or public issues in the exercise of their rights as citizens. However, they could not deprive others of their right to speak or move, and they could not otherwise disrupt the educational process.

The board acknowledged that students might have a legitimate point of view on policy matters, academic and otherwise. The college would enable student representatives to give advice.

The document ended on a conciliatory but firm note intended to keep order in the heat of campus life following the incendiary spring, when students died violently from gunshot at Kent State and Jackson State Universities. It said: "*The accepted method for exercising student influence is reasonable discussion through existing structures of organization. The administration is willing to submit its policies to open discussion by the entire college community and is ready to change when there is a clear meeting of minds. On students, teachers, and others engaged in this continuing policy review, there rests the responsibility to see the importance of the continuity and coherence of the institution's life, and to accept change through orderly processes.*"

The underlying rationale of the document allowed the college to sound conciliatory without giving up any substantial authority to students. The board and administration hoped that, by talking with students, they could contain their desire to vent feelings of frustration in "irrational" ways. There was never a time when the college was unwilling to engage in discussion with students. Students who negotiated the document, however, felt less than satisfied with the final document. It did not allow them a means to change the social policies on dormitory life that irritated the majority of students.

25 September 1970 The BOARD OF DIRECTORS set out restrictions on STUDENT POLITICAL ACTION. President Helfferich introduced the policy statement. The previous

spring, nervous National Guardsmen had fired at rioting students at Kent State University, killing several. This tragedy heated up anti-war feelings on campuses across the country. By fall, college administrators were preparing for a new academic year of even greater activism. Some small colleges were permitting students to skip classes in order to take part in political actions. The Ursinus board and administration felt compelled to prohibit such direct impact of political action on the academic process. It found grounds for this prohibition in the "conservative" position adopted by the board in May 1970. This was the policy statement unveiled by president Helfferich in his *15 January 1970* speech on the "philosophic temper" of Ursinus.

The board's action on *25 September 1970* asserted the following: *"The Board recognizes the heightened political awareness of many students and encourages faculty and students to exercise their right of citizenship, and it recognizes the right of student organizations to invite speakers to campus....Ursinus College restricts use of the college property for political headquarters or other uses in official support of political parties or candidates....The college will not close for any political activities or excuse its personnel or students from their college duties to engage in political campaigns, but will encourage the use of their own time for such purposes."*

8 October 1970 Mounting student frustration over college policies caused a late-night PROTEST DEMONSTRATION. The *Weekly* reporter, Chuck Chambers, attributed the activism to a combination of issues: *"segregated dorm rules, recent vigorous enforcement of the social rules, disagreements within Pro-theatre, cancellation of the sensitivity session, and President-designate Pettit's policy statements."* Deans Richard J. Whatley and Ruth R. Harris, '36, and vice president Richard P. Richter, '53, engaged the crowd of students before they dispersed at about 2:30 am. The students who protested were reacting in the wake of the news that the board of directors had selected dean William S. Pettit to succeed president Helfferich at the end of October. The week before, Pettit had stated he would stand firm on the question of open dorms. Students hoping for change saw this as the signal for a source of unhappiness that would last throughout the next administration. The nighttime demonstrators made a move toward Pettit's home on Ninth Avenue but stopped when they learned that he was out of town.

Next day after lunch, students again massed. They marched across campus from Brodbeck Hall to the new administration building and then to the flagpole at Bomberger Hall. Then they dispersed. Helfferich was still president for the remainder of the month. He met with the Ursinus Student Government Association committee on student rights late that afternoon. He issued a statement of resistance to demonstrations. At the same time, he yielded to student wishes by approving six "open houses" for the fall semester. These special weekend exceptions to the general prohibition of open dorms allowed visitation during prescribed hours.

In the "riot reactions" from *Weekly* readers, moderate student voices spoke against the disruptions. Some wanted Ursinus students to protest issues larger than the college's parochial rules. Cindy Cole wrote, *"Why not demonstrate about something more important...like Vietnam, or poverty, or crime, or racism, or social injustice, or human rights."*

Through his six years as president, Pettit kept up constant negotiations with student leaders on this issue. He managed to lower the temperature of the students' displeasure without dispelling it. At the same time, he managed to keep the appearance of conservative rules in place, an important achievement in the eyes of many leaders of the board, alumni, and parents.

11 October 1970 Students held another PROTEST DEMONSTRATION, leading to a meeting with President-elect Pettit. About a hundred students marched around campus on a Sunday night. A faculty member concerned over the disruption called Pettit at home and asked him to come to campus. He agreed to meet with a delegation of ten students in his office in the new administration building. Most of them turned out to be leaders of the Ursinus Student Government Association--different from the leaders several days before.

The meeting had two outcomes. One, President Helfferich, at Pettit's suggestion, arranged for a meeting of six students with a special board committee to air their concerns. Two, he also threatened to get a court injunction against student protests if they continued on campus.

Student voices of moderation in the *Weekly* and on campus picked up on Helfferich's attempt at a middle course for discussion. They also recognized his clenched fist. The fever to march subsided as the displeasure of students siphoned off into the slow, gray process of committee conversation. Through the editorial comment of the time, students showed that they were conscious of being co-opted into debates that they could not possibly win. Because they wanted to complete their education, they usually refrained from the extreme acts of rebellion that they talked about in residence halls late at night.

Close-up, student protest at Ursinus was small-bore stuff among middle class kids and their mentors, who, though worldly wise, were bewildered at times by the attitudes of the baby boomers. From a broader perspective, the petty issues of dorm rules stood as proxy for the generational conflict occurring across the nation, brought to a boil by Vietnam. The board and administration were counting on moderate and even conservative values among students to prevail over the voices of protesters. They were largely right in that bet when push came to shove. Still, students with the urge to change things enjoyed a middling share of latitude and legitimacy on the Ursinus campus in those troubled years. The *Weekly* editor, Chuck Chambers, a reasonable commentator, said, "*Virtually every student on the campus wants some change in the out-dated social rules.*" That youthful solidarity kept the kettle simmering in Collegeville. It was the stubborn resistance of the administration and the board and the conciliatory disposition of most students that kept it from boiling over.

22 October 1970 A small ad hoc committee of board members met with student representatives to air issues that led to PROTEST DEMONSTRATIONS. A second meeting took place on 30 October 1970. MILLARD E. GLADFELTER, former president of Temple University, and PAUL I. GUEST, '38, led the board committee in the discussion. Students included JANET FLOYD, '71, EDWARD LEGGETT, '71, ARTHUR SEVERANCE, '71, JANE SIEGEL, '72, JAMES STELLAR, '72, and KARL WEILAND, '71. This group of students attended an executive session of the board when it met on 13 November 1970 to decide whether to create a new student life committee.

13 November 1970 The board of directors created a NEW COMMITTEE ON STUDENT LIFE in response to student protests. MILLARD E. GLADFELTER, who led discussions with students, recommended a new committee to "restructure matters relating to student life." It was to have eight faculty and staff members and seven students. With a broad perspective on student activism as a university administrator, Gladfelter may have been attempting to set a stage for a comprehensive and more positive handling of student protest at Ursinus.

Gladfelter was a seasoned and genial veteran of university leadership. He engaged the students in serious discussion without appearing to patronize them. He gave no ground on social

policies but yielded, or seemed to, on the issue of structure and process. He and his committee supported the student idea for a new student life committee advanced by the students in discussions the previous month. By the time his recommendation went to the board, however, students were not sure what they were going to get. Gladfelter's committee recommendation included plenty of language certain to stymie any quick action. A preliminary group was to "*study and recommend a desirable structure for all committees and agencies that are now dealing with matters relating to student life and devise a plan for placing under the president a single agency, representative of students and faculty, that will act and advise on matters pertaining to student life.*" Moreover, it was to make its report to the president. He, and not the committee, would then make appropriate recommendations to the board. The recommendation thus denied the desire of students to have direct access to the board.

Jane Siegel, '72, one of the leaders in negotiating with the board, wrote in her *12 November 1970 Weekly* column, "The Kitchen Cynic," a few days later: "*Everything today is committees and empty but impressive titles. In this real world of UC nobody stands out. The world is flat and the buck is passed until it falls off the edge of the world.*"

After the board approved the creation of the committee, the faculty followed suit at its next meeting. The committee was to "*act and advise on proposals (and initiate its own business) concerning such broad areas of student life as the student union, dormitory regulations, student sponsored concerts and dances, judiciary reform, forums and other student activities.*" (*Weekly*, 19 Nov 70)

The committee met for the first time on *26 February 1971*. Despite the broad agenda envisioned at its creation, the students persuaded faculty and staff members on the committee to focus on the issue of dormitory open houses. The committee agreed that men's dorms should open every weekend for visitation by women and forwarded its recommendation to the president. Students may have hoped that, because the committee had come into being in response to their pressure, the committee's actions would have a new ring of authority. The committee actually had no authority other than to recommend to the president. Pettit reemphasized that when at the *5 March 1971* board meeting he explained the nature of the committee. He called it "*a second generation creature of the board...considered to be a committee of the college whose function is advisory to the president.*" A few days later Pettit approved only half of the number of open houses recommended by the committee.

At the same board meeting (*13 November 1970*), board member Paul I. Guest, 38, sought to identify the issues uppermost in students' minds. He was giving his impression of the meetings with students. He reported his initial surprise when students said they were dissatisfied with the statement on student freedoms and responsibilities, approved at the board's special meeting on *25 September 1970*. He then learned that the document dissatisfied them because it did not endorse "*the two main requests for liquor on campus and open dormitories.*"

19 November 1970 Student criticism of the college came to a focus in a statement by the president of the Ursinus Student Government Association. ALAN P. NOVAK, '71, had resigned as president the week before. He had declared himself the first "chancellor" of the USGA, a parallel to the college's appointment of outgoing president DONALD L. HELFFERICH as its first chancellor. He thus had relinquished the obligation as president to keep up the momentum of the change process he had been leading. It had brought direct access to board members and the creation of a new student life committee. With his new freedom, he spoke out on the Ursinus scene in a wide-ranging *Weekly* interview.

Novak was less categorical in his criticisms than many activist students. He found virtue in his political science faculty. He voiced appreciation for what he learned from President Helfferich. (He called Helfferich the "Augustus Caesar" of Ursinus.) He acknowledged that the students' preoccupation with changing social rules misplaced their importance. He believed that the learning process was the main issue, that the focus should have been on "what's breaking in the world."

Novak, nonetheless, managed to capture the main points of dissatisfaction that were current among vocal students. He believed that the social climate had to change before the college could meaningfully address the more important academic climate. Helfferich's attempt to define "truth" in a policy statement on Ursinus's conservative "philosophic temper" he found "immoral." He urged a more robust dialectic between the conservative traditions of the college and the current student values. He condemned the rigidity of doctrinaire liberals as well as conservatives. (*"On this campus 'Liberals' are as narrow as 'conservatives,'" he said; "a true liberal and conservative can be open-minded enough to enjoy each other, to enjoy debate."*) He upheld the current generational ideal: *"do your own thing as long as it doesn't infringe on anybody else's freedoms."*

Novak's criticism and that of other vocal students rested on an implicit socio-political critique of the corporate state, the ubiquitous "system" perceived to reach its tentacles into every aspect of life, including academic life. This reflected the rhetoric of activist groups in the daily headlines, such as the Students for a Democratic Society and, at the extreme, the violent Weathermen. Books such as *The Greening of America* by Charles Reich and *The Making of a Counterculture* by Theodore Roszak gave this critique the appearance of scholarly legitimacy.

There may have been fleeting moments when some felt that the Ursinus campus was drifting toward the kind of violent confrontation reported in the daily press. The majority of students, however, did not lean toward violence or even toward visible opposition to the college. Students may have established the most accurate measure of activism early in the spring semester. Only few of them voted in the election for representatives to the new committee on student life. The formation of the committee had been a hard-won victory for Novak and his friends. JANE SIEGEL, '72, an ally of Novak's, commenting on the poor turnout, blamed students for having loud mouths and weak understanding of how to effect political change. But the number of non-voting "loudmouths" probably was small compared to the number of non-voting students who were pursuing studies without ideological or political passion. Their displeasure at rules and regulations may well have rested at the level of personal inconvenience rather than political ideology.

When the spring 1971 semester opened, *Weekly* editor ALAN C. GOLD, '71, commented on "the continuing struggle" on campuses that started at Berkeley in 1964 and climaxed at Kent State and Jackson State, where soldiers shot students to death:

"Nineteen seventy truly marked a culmination of political insurgency, radicalism, and violence in America....A small group of radicals in the U.S. voiced their grievances throughout the year by means of explosive gestures that largely alienated them from the sizable force of the non-violent majority. And as political insurgency continues in the nation at large, we can expect this trend to be reflected in continued unrest within the microcosmic societies of American colleges and universities during the upcoming year."

Gold saw a less disruptive scene at his own college: *"Ursinus College has fortunately been spared the ugly publicity of campus violence and insurrection in 1970. Nevertheless, at the same time, the students...have not abnegated the available recourse for grievances provided by*

rational dissent and peaceful demonstration."

2 December 1970 The faculty approved the formation of a faculty-student COMMITTEE ON STUDENT LIFE, a product of negotiations following the October protest demonstrations. This approval followed the board's approval at its fall meeting on *13 November*.

The structure and purpose of the new committee developed out of the give-and-take among board members and students. In that process, President Pettit acted as a catalyst and canny strategist, with the continuing advice of outgoing President Helfferich.

The administration, board, and now the faculty hoped that the new committee would channel and contain the unrest seen that fall on campus. Thinking more ambitiously, students hoped that the committee would bring about a visible change in the shape of the governance system. They were hoping that this structural change would be the harbinger of substantive change in the rules and regulations that seemed to them to hamstring their lives. Student leaders focused on student's legal rights in the judiciary process. The majority of students with any interest were probably hoping that in some way the new committee would make the rules on dorm visitation less restrictive. Indeed, negotiating the number of dormitory "open houses" per semester promptly became the number one agenda item. Having supported the new committee structure, President Pettit used it effectively. It helped him to legitimize his cautious granting of exceptions to the ban on open dorms. It also helped him to insist that the student government take responsibility for enforcing the rules on alcoholic beverages and general conduct. However suspicious of authority they might have been, students failed to escape co-option.

In the end, it was probably satisfying enough to student activists that they succeeded in formally engaging the board and faculty on governance issues. Their negotiations leading up to the new committee represented their version of the student movement across America. They confronted established authority. Their efforts inched the college toward a more open and participatory social process. Like students elsewhere, Ursinus students entered the fray for a while, became excited, learned, won or lost a little, reemerged, pursued their personal educational goals, and moved on. The college yielded to their enthusiasm and accommodated their need to learn. In the main, it preserved the structure of authority residing in the faculty, administration, and board.

17 December 1970 The student newspaper editorialized that curfews on women students in dormitories were a "lesson in hypocrisy." Editor ALAN C. GOLD, '71, sometimes wrote editorials critical of fellow students and supportive of authority. When he spoke out against women's curfews, it demonstrated to the administration that even the most responsible students were eager for some social change at the college. He argued that college-age women had the maturity to determine their own hours. Moreover, he said the sign-in/sign-out system was broadly unenforced. It turned house mothers "into little more than laughing stocks." Gold presciently recommended a system of self-regulation modeled on that at the University of Pennsylvania. The college installed a system much like it in 1974.

18 February 1971 JAMES R. STELLAR, '72, running unopposed, became president of the Ursinus Student Government Association on a light voter turnout. With him on the slate was "the kitchen cynic," JANE SIEGEL, '72, and KEVIN AKEY, '73. The new officers and the *Weekly* rang hands over the apparent indifference of students to college political process. Stellar attributed it to "the inability of the USGA to do anything substantial." He planned to push for

greater delegation of responsibility to the students for administering dormitory open houses. The administration was granting these cautiously in an ad hoc "give-and-take" strategy. The new student life committee figured importantly in Stellar's vision.

His other hopes and plans indicated a significant turn away from the ideological critique of the college expressed by his predecessor, ALAN NOVAK, '71, and other student leaders. Ecological concerns, recycling, a student-alumni preceptorship program, student participation in academic reforms--these made up his platform. The echoes of activism from the major centers of campus disruption in America were growing fainter. The Ursinus community, like the nation, was readjusting after the extremes of the preceding year.

Of course, the war still went on, and there was no turning back the social revolution of the late 1960s. What seemed to be waning was the idealism and optimism underlying the first surge of student activism that started in 1964 at Berkeley--the belief that young people could change the system for the better. The waning of such a belief may have led locally to the kind of apathy shown in the USGA election.

An open letter in the *4 March 71 Weekly* to "the Establishment" tried to explain why students abandoned interest in working to change the system: *"If you have the feeling that you cannot communicate with the young people, don't conclude that it is because they are irrational and immature; instead, examine yourself....[You think that] the way to win is to get what you can out of other people without them catching you.... I don't think I like this game, and neither do my friends. You brought us up to be like you so we can keep the game going when you get too old to play. You can't understand why we are so hostile toward you? We don't want to change the rules; we just don't want to play. Who said we have to?"*

11 March 1971 The campus community learned that President Pettit approved six open houses for the remainder of the semester, half the number recommended by the student life committee. (*Weekly*, 11 Mar 71)

This apparent rebuff of the new committee's recommendations dealt a blow to the morale of the dwindling number of students who remained active and interested in student government. The *Weekly* editorialized that this was a "death-blow" to student government and any hope for rational discourse. When he granted the six open houses, the president held out the hope that USGA leaders would help enforce not only the rules surrounding the open houses but also all other college rules. The editorial predicted a further withdrawal of students from the system of governance and the threat of irrational reactions to the administration's exercise of authority.

Pettit's attempt to hold the center between dissatisfied students and a tough board of directors in the short run kept things going. On *17 March 1971* (*25 Mar 71 Weekly*), he convened the USGA council for a discussion of their unhappiness. On the strength of student argument, he granted a seventh open house. This rekindled hope and brought public statements from student leaders in support of rational processes. Nevertheless, as his administration went forward, an increasing number of students and faculty were feeling the need for a different set of terms to deal with the negativism that kept arising from the conflict over social policy.

5 May 1971 The faculty approved the constitution of a new BLACK STUDENT ALLIANCE. There were dissenters, according to the faculty minutes. However, the majority of the faculty acknowledged the need of the college to affirm the goals identified by the small number of black students on campus.

The initiative for a black student alliance began in the 1968-69 academic year, when

students sought approval of an organization exclusively for black students (with associate membership open to interested non-black students). Through their organization, students wanted to heighten awareness of the Ursinus community to the "dire social conditions of our country." They wanted to help with the recruitment of more black students, add material on contemporary black thought and history to the library collection, and introduce "concern for the present Black dilemma" into social science courses.

The Ursinus students modeled these goals on those observed at other colleges, notably nearby Swarthmore College. Swarthmore's president, Courtney C. Smith, died on *16 January 1969* of a heart attack while black students held a "sit-in" at the admissions office. This tragedy influenced the way Ursinus handled the request for recognition of an organization for black students.

Not long after Smith's death, President Donald L. Helfferich laid out his position at the *14 March 1969* board meeting. First, he gave his reasons for opposition to the proposed constitution of the black student alliance: (1) The constitution of the college prohibited discrimination (thus, it opposed a black-only membership rule). (2) The college had never rejected a qualified black applicant for admission. (3) The federal government had recently issued a policy statement against all-black dorms and social organizations. (4) The NAACP's Roy Wilkins urged inclusion and opposed "exclusion and the setting up of an apartheid state." Second, Helfferich extended a conciliatory hand by proposing to set up an ad hoc committee to "design procedures that will give individual black students opportunities to make contributions to the total life of the college." He proposed Richard Fletcher of psychology as chair of the committee. He recommitted the college to non-discrimination and acknowledged "the need among black Americans for personal dignity and for full participation in American society." He itemized constraints on the college in pursuit of this goal. They included scarcity of funds, the need to maintain a single standard of achievement, and the need to preserve a climate of order and reason as the only framework for academic pursuit. The last point showed his strong aversion to the disruptions of classrooms reported from around the nation. He favored a special program for students with potential to meet Ursinus standards and favored additions to the curriculum and library holdings.

The ad hoc committee went on to deliberate on the proposed black student organization and the special program for preparing entering black students to meet the academic demands of Ursinus. The adoption of the organization's constitution on *5 May 1971* completed a long process.

14 May 1971 The Student-Faculty-Administration Relations Committee (SFARC) recommended the employment of a PSYCHOLOGICAL COUNSELOR. The board, upon receiving the recommendation, referred it to the president for whatever action he deemed appropriate. The desire of students for psychological counseling service had arisen in the late 1960s and continued to simmer through the 1971-72 academic year. The board had voted on *14 November 1969* not to employ a psychological counselor. Finally, at a meeting on *21 November 1972*, the president reiterated a firm stand against such a service. The administration held that the established structure for dealing with student life and the faculty's interest in the welfare of students sufficed to help students with emotional problems. Serious behavioral difficulties, it believed, were the responsibility of families, not the college.

15 September 1971 FRESHMAN ORIENTATION took a sharp turn away from traditional

harassment by upper-class students. The end of the boom in enrollment in the late sixties began to affect the posture of the college toward its incoming students. The administration began to tilt planning for freshman orientation--which largely still was in the hands of student leaders--toward a more accommodating and helpful menu in the first days of the semester. This was the start of a change that evolved through the 1970s. The student as "customer" was still a concept waiting to be expressed in 1971, but the era of "marketing" began in changes such as this one.

16 October 1971 President Pettit approved the student government's twice-revised proposal for OPEN DORMS. USGA President James Stellar and fellow officers were finally successful in persuading the administration to do more or less what it had agreed to do in the preceding semester. Still, it appeared to some students to be progress in the ongoing effort to free student life from the tight rules of the college. The students agreed to take major responsibility for policing the behavior of fellow students during the hours of approved visitation--from 1:00 pm to 1:00 am every alternate Saturday of the fall semester.

Pettit conducted an ongoing strategy of give-and-take and managed to thrust onto the shoulders of students at least the appearance of responsibility for policing. From the point of view of student leaders, this felt like a never-ending war of attrition. Students gained bits and pieces of privilege when pressures on the administration rose to a certain level. Women students at about this time, for example, received permission to stay out after the regular 2:00 am weekend curfew, provided their parents consented and they paid a \$10.00 fee.

By granting open dorms only every other weekend, the administration predictably provoked renewed criticism. RICHARD (RICK) MILLER, '72, captured the feeling about a continuation of tight rules (11 Nov 72 *Weekly*): *"Over half of the people on this campus (and I refer skeptics to last year's poll) are drinking, are having sexual relations, and are violating most of the petty laws which make life around here more of an undercover, paranoid experience than it would be anywhere else--even in their own homes. This is an incredible insult to our maturity, it is also a ridiculous, futile campaign to present plan after plan for alternate weekends. How petty can a campus get? Here we are, supposedly receiving an education and maturing, but we spend hours of our time deciding who will babysit us on alternate Saturdays."*

JANE SIEGEL, '72, the *Weekly's* "kitchen cynic" columnist, reached a new level of satire when she described "the science of setback" in her 18 Nov 71 piece: *"...the forcible mixing of irrelevant rules with intelligent subjects, considering the by-product of heat, can only yield an explosive precipitate. It is only a matter of time before the solid particles settle out of the colloidal suspension and an uncontrolled chain reaction occurs. It is these modulations that out-dated formulae can neither control nor predict."*

When KEVIN AKEY, '73, became president of the USGA on 14 February 1972, he and his cohorts won a concession from the administration--open dorms EVERY Saturday.

Still in place, however, despite student complaints, was the requirement to attend college forums (the successor to chapel). An editorialist in the *Weekly* (28 Oct 71) acknowledged the value of outside lecturers, concerts, and musical groups. But the writer objected to the requirement to attend. He (or she) thought student attendance would increase if the college lifted the requirement--a romanticized view of student motivation sometimes shared by younger faculty members. The fight over the forum requirement was another manifestation of the same unrest that caused students to want reform of the curriculum and removal of restrictions on social life. *"The time has come,"* said the editorialist, *"...for concerts, lectures, and other cultural offerings to be attended voluntarily and not because of a requirement. In other words, it is time*

for another rule to be eliminated in favor of progress and adults." The requirement stood, nonetheless, throughout the Pettit administration.

14 February 1972 KEVIN AKEY, '73, new USGA president, announced that President Pettit approved weekly OPEN DORMS for men. The USGA also expected women's dorms to open for weekend visitors in the near future. There was an anticlimactic tone to this successful conclusion to a tug of war conducted for several years by the student leaders of Ursinus. Many students saw it as a "token gesture" to Akey to keep him from pushing for more. Others worried that with the new freedom students would not take commensurate responsibility for maintaining civility in the dorms. The new policy opened speculation about a future when dorms would be open all the time: *"Can you picture studying for a CMP test or writing a term paper or sleeping over some of the noise that has been heard during recent open dorms? It would be impossible, at best."* So said a 9 Mar 72 *Weekly* editorial. Little did editorialist Carol Barenblitt realize how prophetic she was being. Years later, when dorms in fact were open all the time, new arguments about providing privacy for study would arise.

21 November 1972 USGA officers met with President Pettit to discuss the pros and cons of engaging a PSYCHOLOGICAL COUNSELOR for students. Without college approval, the USGA had initiated an agreement with a local professional to schedule visits to campus. He would counsel students with emotional problems. The president called the meeting to explain that the college could not cover the liability for such professional practice, and he disallowed the agreement. The USGA cancelled its agreement.

The college thus perpetuated a resistance to formal counseling rooted in the late 1960s in the Helfferich administration. The college took the position that faculty and staff members, including the college chaplain, were always ready to meet with students to talk about their personal problems. In the administration's eyes, the advent of professional psychological counselors seemed to violate this tenet of the traditional role of faculty. Students and some faculty saw no conflict between the perpetuation of the "Mr. Chips" approach and the proposed addition of a professionally trained counselor. The USGA took its proactive step after seeing their proposal for student counseling rejected over the years by the administration and the board.

The argument between students and the administration over the hiring of a professional counselor pointed to the more general "culture conflict" between conservative and liberal perspectives at Ursinus. President Helfferich's policy statement on the conservative "philosophic temper" of Ursinus in 1970 had set a tone that persisted into the Pettit administration. By resisting the introduction of a counselor, the college seemed to be reaffirming a traditionalist idea of character building. This depended upon the inculcation and exemplification of Christian values. The building of character involved a positive program of caring for the self. From this viewpoint, such a program did not seem to need the occasional presence of a "touchy-feely" counselor to indulge the weaknesses of students who had still not built up the strength to cope. The tender sympathies of caring teachers and administrators--of whom there were many at Ursinus--seemed to be more than sufficient to deal with occasional behavioral problems. Moreover, the administration and board believed that serious psychological problems were outside the province of the college's mission. Students suffering from them should withdraw and seek professional treatment elsewhere. To give in to the presence of even an occasional counselor seemed to be an unwarranted broadening of the educational program of the college.

In the spirit of the time, the activist student government seized on this issue. It allowed USGA president Kevin Akey and his fellow leaders to engage the college in a debate about change at a level that transcended the long-standing fight over dorm rules and regulations. A significant number of faculty agreed with the students. Many colleges already had introduced psychological counseling. They offered the Ursinus students a ready reference and comparison. However, the "philosophic temper" of the college prevailed for the time being. (*Weekly*, 7 Dec 72, p. 3)

15 February 1973 DAVID ZIMMERMAN, '74, was elected president of the URSINUS STUDENT GOVERNMENT ASSOCIATION. Zimmerman brought a new tone of reconciliation to student leadership. It contrasted with the posture of confrontation originating in the late 1960s and evolving through the first years of the Pettit administration. He announced that the USGA would occupy itself with the Bloodmobile and rules on parking violations. Added to that would be an effort to beef up security in women's dorms during open houses. The last issue revealed the other side of the movement for freedom to visit. (*Weekly*, 1 Mar 73) The *Weekly* (22 February 1973) reported, "*Most of all this year's council would like to stress the point that they are dedicated to cooperating with the administration. All in all they are looking forward to an accomplished year.*"

An editorial by JOE VAN WYK, '74, on the change of mood on campus could scarcely have enjoyed universal endorsement among students. Yet, its very appearance suggested a mellowing of the atmosphere: "*The quality of student life has constantly been improving.*" He cited the College Union as the most important sign of this. "*Optimistically looking to the future and considering what we presently have, we, the students of today are in a much better position than any before us.....the students of this college are satisfied or at least more satisfied than they have been in the past.*" Van Wyk argued that the non-activist student government reflected the mood of its constituency. It would rise to a new level of activism, he argued, if unpopular college policy again aroused the students. Student activism in the last year of the Pettit administration would bring this prophecy to pass.

1 October 1973 Student government leaders learned that the administration did not approve a recommendation to extend OPEN DORM visitations. The USGA had recommended open houses at both men's and women's dormitories on both Friday and Saturday nights. President Pettit's turndown of the proposal made two points. The students had failed to live up to their agreement to enforce rules of behavior during open houses. Second, he had put himself at risk with the board by granting open dorm privileges without board sanction. Having raised the specter of a complete withdrawal of open dorm privileges, he told students he would risk his standing with the board and support the existing privilege for another year--that is, open dorms every Saturday. He made this contingent on the USGA's success in policing dorms during visiting hours.

The *Weekly* (4 Oct 73) reported that some outraged students felt this was "another blow at student morale." It pointed to an administration determined to make "crazy rules designed to frustrate the student, slowly driving him to the breaking point."

JOE VAN WYK, '74, editorializing in the 11 October 1973 *Weekly*, urged students to work within the system to deal with the announced policy of the administration. He cited Pettit's difficult position between board and students and the resolve of the board to keep Ursinus conservative. Knowingly or not, he was illustrating the persistence of the effect of D. L.

Helfferrich's "philosophic temper" speech of 1970 and the board's endorsement of it. The ameliorative tone of this editorial was representative, perhaps, of the change of attitude taking place as the campus community moved away from the anger and disruption of the late sixties.

The USGA a week or two later initiated a "tough new policy" to enforce good behavior during open houses. Its intention to play along with the administration, however, contrasted sharply with its actual plans for enforcement. The sharpness of that contrast speaks to the growing unlikelihood that small steps from either side would put the issue of social rules behind the college. The USGA said, in effect, that it would not be snooping on the privacy of students. "*The USGA is not concerned with what anyone does in the privacy of his own room as long as it does not affect others*"--an echo of the late sixties. The USGA was willing to "look the other way" as long as doors remained closed on private behavior. But it would act if students gave it no other choice. (*Weekly*, 18 Oct 1973)

The college's stance on social rules began to seem curious to a growing number of faculty members and even to some parents. A few rules of behavior seemed to be about all that remained of a long history of seeking to shape the moral and ethical behavior of students in an unabashedly Christian environment. Through a process that seemed irreversible in mainstream denominational colleges, the religious assumptions and activities of the college in the preceding decades continued to fall into disfavor and disuse, despite the efforts of the administration to maintain them. Helfferrich's call for maintaining a "philosophic temper" of conservatism in 1970 had been an heroic gesture, worthy of his histrionic presence; but it had lacked programmatic vitality. Pettit and the board were left with the social rulebook as shorthand for an institutional purpose reaching back to the beginnings of the college. They believed that the social code gave Ursinus a distinctive identity. By constantly pecking away at the status quo, students, whether strident or polite, were continuing to move the college toward a decision point. At that point, it would have to decide whether to stick with a prescriptive social code as its emblematic identifier or to "lighten up" on social rules and allow the academic priorities of liberal education to surface as the first order of interest.

16 October 1973 USGA turned attention from OPEN DORM policy to the problem of noise during evening hours in Myrin Library.

Myrin Library had become a noisy social spot at 9:00 pm, when students took a "study break" and felt there was no other suitable place to play. The USGA despaired of setting up new rules and, instead, urged a change of student attitudes. Students should give greater value to studying and less to socializing, especially in the library. It proposed, with dubious logic, that an extension of the library hours from 11:00 pm to midnight would "spread out the 'break hour' and make it less noticeable." It would also, of course, give an extra hour of time to the serious business of studying.

The turn of the USGA to this problem, away from the perennially hot issue of open dorms, betokened the disinclination of student leaders to "fight" the administration head-on over social policy. In addition, the juvenile tone of library behavior said to some on campus that the college needed to do more to make campus life more sober and academically driven. These themes persisted through the next several years.

14 January 1974 GEOFFREY HIGGINS, '75, newly elected president of the USGA, pursued a goal of better communications and "social integration." The latter term was code language for open dorm policy. Nevertheless, Higgins and his team of student government officers continued

in an ameliorative mode. He announced that the administration had approved an extension of the existing open dorm policy, contingent, as always, on "community responsibility" during visiting hours. Social integration of another kind took place when the USGA amended its rules to eliminate elective positions defined by gender. Until then, eligibility for certain student government positions had depended on gender. (*Weekly*, 14 Feb 1974)

21 February 1974 The *Weekly* reprinted the complete STUDENT BILL OF RIGHTS AND RESPONSIBILITIES of 25 September 1970. Attorneys on the board and students in 1970 had hammered out the statement. The result was a lofty and broad-minded document that carefully preserved the authority of the administration and board at every turn. It based student rights on educational rather than First Amendment grounds, a standard legal doctrine. The board acknowledged that students "may have a legitimate point of view on policy matters" and it made provision for students to give advice in "reasonable discussion through existing structures of organization." The board's bias against disruptive behavior was evident, though expressed with restraint.

Students who won the statement from the board must have seen that it did little to advance their nitty-gritty battle over social rules. It soon fell out of sight. When the students involved in negotiating it left through graduation, it disappeared from the consciousness of new student leaders. Its reappearance in 1974 was a harbinger of the push that soon would come to make women's dorm rules equal to those for men. J. TIMOTHY CLEMENS, '75, made the point explicit in his introduction to the reprint, but the administration failed to catch its significance. The statement, Clemens said, "*grants the students at Ursinus the same rights as given to us by the governmental agencies.*"

15 March 1974 DORMITORY RULES FOR WOMEN were equalized with those for men in accordance with Pennsylvania human relations requirements, to be fully implemented in the following fall semester.

Student government leaders had learned about new State prohibitions against discrimination in student life administration based on gender. They had signaled their intention to file a grievance against the college with the Pennsylvania Human Relations Commission and then had paused to see what would result. The college's legal counsel quickly advised that, to perpetuate its regulation of women's hours, the same rules would have to apply to men. Ursinus men for a long time had been free to come and go as they pleased, while women had lived under the tight control of preceptresses ("house mothers") and a sign-out system. To bring Ursinus into conformance with new public policy while preserving its protective stance toward women required a feat of rule revision that ultimately did not last. However, the College's timely reaction prevented public relations difficulties.

It was impractical to think that the college could require men students to obey a restrictive set of prescriptions without damaging student morale and encouraging withdrawals and transfers to other colleges. The new system aimed to give "equal security" for dormitories for both men and women. It asked men students and women students alike to leave confidential information on their desks as to their whereabouts when they planned to be out of their assigned dorms during late-night and early-morning hours and on weekends. Students would have keys to their dorms, which would always be locked. Women, like men, would now be free to enter and leave their own dorms at any time, day or night. In addition, there would be a review of all social regulations to bring them into uniformity for men and women students. Dormitories

would continue to be off limits to members of the opposite sex, except on those administratively approved "open houses" that took place on weekends or during special events.

The banner headline of the *Weekly* of 16 May 1974 declared, "*Women's Hours Abolished: Board Votes Rule Change for Next Fall.*" The student paper editorialized that the new rules brought new responsibilities to women and men students. It acknowledged that the change came from working "through the system." The paper recognized the power of the State in the story but intoned soberly on the new weight of responsibility brought to students by the change.

This tone may have reflected student understanding that the goal of freeing men and women students to visit one another in their dorms remained unattained. In the following fall semester, President Pettit and student leaders played a continuing game of give-and-take on that issue. Student voices in print urged students to continue trying to work within the system to bring a relaxation to visiting hours. Pettit kept up a skilled conversation about the risks he was taking in his relation with the board. He was trusting students to keep their promises for supervising the limited hours permitted for visitation on weekends. He may have been posturing a little for effect. Board leaders, however, had consistently opposed visitation privileges in rooms assigned to students of the opposite sex. Pettit was on sound ground in his interpretation of the board's will. His small concessions to limited open houses became his bargaining chips with the students. A student wrote in the paper: "*Dr. Pettit...tells us that we have been lax in supervising open houses, and being a voting member of the organization empowered to do this I must agree. It's time for us to clean house; it's only fair. President Pettit has compromised the rules of the institution in our favor, and I think we can meet him half way and carry out our part of the bargain....*" The average uninvolved student probably made no such fine distinctions and just wanted the college to get off his (or her) back on weekends.

Student complaints about the social climate remained a constant refrain in spite of the efforts of the administration and student leaders to make what might be perceived as improvements. Wise heads probably knew that the instability of post-adolescent development foredoomed every college campus in any era to a certain quotient of unhappiness, regardless of policy or local custom. Yet the Michael Faraday quotation on the face of Pfahler Hall influenced thought processes about student life no less than those in science courses: "*Yet still try, for who knows what is possible....*"

30 January 1975 (approximate) CHARLES REESE, '76, as new USGA president, pursued a policy of communications and education of students about privileges. He gave a general call to the students to let their student government know when they "had something they felt the campus should hear." This markedly differed in tone from the feisty rhetoric used by USGA presidents of the early 1970s. Reese devoted the remainder of his statement to an admonition to students not to pull false fire alarms. Doing so, he said, would result in the cancellation of open dorm privileges by the administration.

The marginalization of elected student leaders left an open field for self-appointed students to take up the cause of change. This potential would be realized in the fall of 1975 when an ad hoc student group supplemented a faculty letter of concerns with a petition of its own.

Reese, who went on to become a medical doctor, enjoyed a good opinion among administrators for his campus citizenship and considerate though forthright approach to the administration in representing student concerns. As his graduation neared, he gave an interview

to the *Weekly* (13 May 1976) that perhaps better than any survey captured what most students thought of their college. Among his observations were the following: (1) He would recommend Ursinus to prospective students despite its limitations. (2) Limitations included the academic calendar and lack of opportunities for social interactions. (3) Students were names not numbers and faculty were friendly and helpful for the most part. (4) The campus was beautiful. (5) The diving (Reese was an intercollegiate diver) and swimming programs were well-coached and competitive.

28 February 1975 The dean of women suspended OPEN HOUSES in women's dorms in reaction to "gross infractions" the week before. On 22 February 1975, a false fire alarm caused mass confusion and created tension with local fire fighters responding to the call. The problems multiplied when men guests did not vacate when the alarm sounded. They were afraid that the college would penalize them for being in the dorm after the closing hour. The dean of women suspended visitation the following week. This action put students on warning for the future. It also told the volunteer fire fighters that the administration would not condone unsafe student behavior. The punishment touched off a predictable debate among students. It was too harsh. It was too lenient. It was unfair in that it punished all for the act of an unknown individual. Student leaders rightly feared that the incident and its aftermath would further damage the cause of open dorms.

3 April 1975 An editorial brought renewed attention to student unhappiness with the college's policy on OPEN DORMS. The USGA had practically given up in the fight with the administration to broaden the hours of dorm visitation. USGA leaders were mainly arguing with students to conduct themselves well. They said that this would help preserve the limited visiting privileges won in the past. The leaders thus avoided the state of constant conflict between official student voices and the administration. However, many students remained unhappy about the college's policy. With the ebullience of youth, they found many avenues for expression and enthusiasm apart from socializing in dormitories with members of the opposite sex--in sports, the arts, academic work itself. However, they framed these fulfilling activities within an attitude toward the institution itself that took the form of either indifference or cynicism. The pressure to try to resolve this conflict in their attachment to the college never seemed to cease.

It manifested itself again in the *Weekly* editorial by MARILYN J. HARSCH, '75. Ursinus women students were growing more aware of their rights in the new climate fostered by the feminist movement. Harsch caught that new note when she criticized an alumna of two decades before. The alumna had written "cutely" and affirmingly about the constraints of women's rules during her student years. Harsch drew a generational line between that alumna's lifestyle and her own: "*I get the feeling that they [alumnae] feel Ursinus should always go on in the same way. I don't know about most of the students, but I don't particularly care to go to school in a museum.*" Harsch argued that students were adults in the eyes of the law and should have the right to privacy of adults in their dorm "homes." She challenged the college's presumption in seeking to form the morals of students.

In doing so, without fully realizing it, she brought into focus the dilemma faced by the college as it sought to live up to the 1970 call by D. L. Helfferich to remain conservative. By asserting that the sexes should remain separated in their living quarters, the college sought to implement the call to conservatism. Along with the prohibition of alcohol, this position seemed

to have become the essential expression of the "philosophic" temper of the college. It was too narrow a formulation to last. Students, faculty members, and even board members were increasingly sensitive to the rights of women and to other liberalizing influences of the late 1960s. "The time for...action is **now**," wrote Harsch. Her words sounded an echo that reached back to 1970.

1 May 1975 The USGA published the results of a survey of student opinion about campus issues. CHARLES REESE, president, gave high priority to the surveying of students in a written questionnaire. The student government had apparently decided that it could not change student life policy through the exercise of its delegated authority. It turned therefore to methodological process in the form of the questionnaire. This appeared to be meaningful activity; at the same time, it avoided direct confrontation with the administration. Reese and his associates believed that the administration would in the end have to take note of its survey results. At the same time, they were certain that the administration, if it were unhappy with findings, would challenge the survey by criticizing its methodology.

The findings were unsurprising to most in the campus community. Academic reputation, especially in pre-med, topped the list of reasons for attending Ursinus. Reasons for wanting to transfer were legion. Weekend activities were poor for the 42 percent who stayed on campus most weekends. "Queen Victoria would be proud" of social rules. Ninety-five percent of respondents wanted to liberalize the dorm visitation policy. Coaches of men's sports were inadequate and had poor attitudes. Cleaning and maintenance were slow and inefficient. On faculty, "one person's condemnation was another's commendation." Administrators were remote, preoccupied with money and alumni, and neglectful of the educational purposes of the college. Course selection was pretty good. Calendar should change to end first semester before Christmas. A majority of students gave a favorable rating to Wismer food, to the disbelief of surveyors. (*Weekly*, 1 May 1975 and 22 May 1975)

Reese quoted one respondent at length because he felt it hit the heart of the unhappiness over dorm policy: "*The most important reason for having open dorms, perhaps the most persuasive to the administration, is for the morale of the student body....A large majority of the students are discontented and dissatisfied over the present situation. People are very sarcastic, cynical, and generally down on Ursinus. It might be hard for the administration to believe that such a 'little' thing as not having open dorms could have such a great effect on student attitude, but when students are denied something precious to them (privacy, the opportunity to sit and listen to the radio, or just talk in their rooms), especially when everyone else at other colleges is not, there is bound to be resentment and hard feelings.*" (*Weekly*, 1 May 1975)

Some faculty and staff members would begin to see in this viewpoint what essentially was a marketing message. With recruiting satisfactory but facing a tough future, with drop-outs uncomfortably high, and with the litany about social policy growing tiresome, some began to look beyond the tactical skirmishing with students over dorm hours. They wanted to see a more far-reaching revision of social policy. But action on such thoughts awaited a change of administration.

In the following fall semester, the complaints continued unabated and reinforced the feeling that the college needed a new administrative approach. For example, a student wrote in a letter to the editor (*Weekly*, 30 October 1975): "*Each year three or four hundred freshmen will jump on this stinking, sinking ship called Ursinus. All will flounder in the 40 steps to a better U.C. process. Apathy will reign supreme over the four years spent here to earn a genuinely fake*

sheepskin. Who will stand up and brave the storm to say 'Hey! we, the students, NEED a freer atmosphere in which to live'."

15 November 1975 Student reactions to the break-up of a Saturday night party in Suite 200 of New Men's Dorm helped worsen the campus atmosphere. Deans Whatley and Bozorth went to the suite when Whatley received calls from anonymous students who feared that the party threatened the safety of other students. The deans were the targets of verbal abuse and nearly sustained physical harm during their visit to the scene, a regular venue for weekend partying. Punishments meted out to only four of the many students in the suite aroused renewed student anger in the weeks afterward. Many students believed the four were scapegoats for a failed college system that too easily criminalized students for behaving in what they considered normal and acceptable ways. In print, students expressed fear and uncertainty about the college. Meetings held by USGA and SFARC brought out scores of them to discuss the college's future.

The incident and its aftermath pointed to the difficulty of administering the student social program in the face of long-running student complaints about dorm rules. Likewise, it pointed to a stark contrast between the written code of student behavior and actual behavior. The written code for students envisioned decorum and restraint. Their actual style on weekends was otherwise.

The Suite 200 incident coincided with other events that fueled the antagonism on campus. A letter signed by 18 students went to the board, calling for better communication. A new student affairs subcommittee surfaced, seeking to investigate complaints and issues. The USGA, meeting on *11 November 1975*, called for the college to change visitation policy that would permit individual choice of hours in different dorms. The existing system, said the USGA resolution, violated freedom of choice, was not consistent with a liberal arts education, and fostered discontent among resident students. Some 100 students attended an open meeting of SFARC (Student-Faculty-Administration Relations Committee) on *24 November 1975*. SFARC set up the meeting to allow for the airing of problems and complaints growing out of the Suite 200 affair. Student editorials and letters to the editor pleaded for better communication on both sides. These developments in student affairs were occurring while the administration was forming its response to a "letter of concerns" from faculty and was reflecting on a possible faculty move toward unionization.

19 February 1976 RON COLUMBO, a sophomore, was elected president of the USGA. Colombo sought to alter the terms of discussion about open dorm policies and to cultivate a better style of communication between the USGA and President Pettit. Some faculty and staff thought that his sense of need for a new style responded constructively to the negative climate that blanketed the campus after the infamous Suite 200 affair in the fall of 1975. Little of substance came from the new approach, however.

14 May 1976 The board committee to work with faculty and students submitted its formal report on requests made by both groups during the year. It had met with the faculty and students in separate meetings in February 1976 (students on 23 February). As far as faculty were concerned, the committee's report was a diplomatic gesture. The board reaffirmed its concern about the need for better salaries and reached out to faculty in good will. At the same time it gave its support to the president's plan for involving faculty in governance and pointed hopefully to the board's intention to mount another fund-raising campaign. As far as students were

concerned, the report asserted its felt responsibility "to provide beneficial educational and social experience for all the students." However, the board members stood resolutely opposed to the use of alcoholic beverages on campus and "the intervisitation privileges of students in rooms assigned to members of the opposite sex."

(2) Performing Arts

12 March 1972 PROTREATRE presented Peter Weiss's *Marat/Sade* while Chancellor D. L. Helfferich was casting for *You Can't Take It With You*. Students mounting Weiss's unconventional play initially lacked official backing from the college but MELVYN EHRLICH of the English department adopted it as a ProTheatre project. The play's title and intent allowed independent-minded students to push the envelope of conventional values on campus. *The persecution and assassination of Jean-Paul Marat as performed by the inmates of the asylum of Charenton under the direction of the Marquis de Sade* sought to use Antonin Artaud's "theatre of cruelty" techniques to shock the audience into new awareness. The production thus exemplified the migration of student activism and anger from direct political protest demonstrations to the symbolic domain of art.

Helfferich directed plays for the Curtain Club (forerunner of ProTheatre) for many years while he was vice president of the college. He may have returned to thespian activities on campus in part because of a felt need to counterbalance the unconventional *Marat/Sade* production. It would have been characteristic of Helfferich to challenge the unconventional with an unconventional return to action on his own. The 1937 play by George S. Kaufman epitomized the polished, polite stage production produced for many years by the theatre group before the cultural quakes of the 1960s.

2 December 1972 Directed by JOYCE HENRY, the PROTREATRE acting group performed *The Fantastiks*, then the longest-running production in American history. New to the campus, Henry was beginning a long directing career at the college that would inject a new professionalism into the extracurricular program and introduce performance to the curriculum.

3 May 1973 The TRAVELIN' VI student concert took place in the Wismer Hall dining room, perpetuating a talent show in memory of Scott Pierce. He died when he accidentally fell from a cliff while at a student party in 1967. His parents, both alumni, and friends sought to perpetuate the memory of him as a talented musician with an annual student concert. Although some years later "Travelin'" disappeared, student talent shows continued to be an important part of the social life of the college.

3 November 1973 PROTREATRE began its year with three one-act plays in its new venue, the old snack shop. JOYCE HENRY involved students as directors as well as actors in challenging stage fare--Ionesco's *The Gap*, Shaw's *How He Lied to Her Husband*, and Lanford Wilson's *This Is the Rill Speaking*. Drama literally moved center stage on campus when it took over the old snack shop, located in a "temporary" corrugated steel building between Bomberger Hall and Wismer Hall, site of today's Olin Hall. Always resourceful, Henry converted the limited venue into an engagingly intimate theatre. "The audience," said a student reviewer (*Weekly*, 8 Nov 1973), "being situated on three sides of the performing area, is at close range, which lends much to the atmosphere of the productions, and this arrangement is far superior to the formal setup of

Wisner Auditorium."

22 February 1974 A varied and week-long FESTIVAL OF THE ARTS began. The program attracted wide attention in the campus community. It included a folk concert, chamber music, film (Bergmann's *Seventh Seal*), theatre. Project director MICHAEL WERNER, '74, represented the changing interests of student leaders--away from political activism and confrontation with the administration and toward creative activities. These might generate tension in the conservative atmosphere that the college sought to uphold, but there was no rationale for the college to oppose them. As a result, student life had a lively side that overrode the complaints about social rules.

5 April 1974 Breaking with a campus Christmas tradition, music director DERQ HOWLETT moved the annual *MESSIAH* performance to the Easter season. It was the 38th consecutive performance of Handel's masterwork on campus. It long since had become a hallmark of the college calendar. The soloists included alto SHIRLEY CRESSMAN METZGER, '73. She had been a mainstay of vocal performance during her student years. Howlett's rationale for the change was that it would allow inclusion of the resurrection section of the piece. WILLIAM PHILIP had ended the performance with the Hallelujah chorus in years past. In years to come, when the performance returned to the Christmas schedule, the chorus sang the entire *Messiah*.

20 April 1974 BRUCE SPRINGSTEEN, still emerging as a rock star, appeared in Helfferich Hall. This fulfilled a desire among many students to bring a big rock band to Ursinus. How this related to the serious pursuit of a residential liberal education was not evident to the administration. However, a reluctant administration was willing to go along if students promised to keep order. Students pushing for a Springsteen concert wanted to validate their college in the eyes of the new youth culture of the region. Other colleges and universities had rock concerts; Ursinus needed them to be "with it." Colleges were only beginning to market themselves aggressively. It may be that the students were ahead of the college in seeing the importance of identifying Ursinus as an "in" place to be. A student reviewer called Springsteen's appearance "the greatest night at UC." Youth spoke.

9 May 1974 PROTHEATRE presented Bertolt Brecht's *Caucasian Chalk Circle* in the Bearpit Theatre, the old snack shop. The Bearpit had been completely repainted and bore no resemblance, in the eyes of one viewer, to the old snack shop. The set had a "cleverly simple and versatile" design. The play ran for five nights, with sellouts on three of them. RICHARD GAGLIO, '76, a talented actor and student director, worked with his mentor, JOYCE HENRY, to make this a broadly supported campus production. (*Weekly*, 16 May 1974).

11 April 1975 THE MEISTERSINGERS choral group of 47 students packed bags for their annual spring tour, continuing a lively tradition of performance and enjoyment. Their five-day bus excursion during spring break would take them to performances in churches in central Pennsylvania and New York State. JILL LEAUBER, '78, reported that, between performances, "*Relaxation dominated studies and most books remained unopened and hidden in locked suitcases.*"

The retirement of WILLIAM PHILIP in 1972, after more than three decades of leadership, had brought transitional pangs to the music program. Student enthusiasts, such as the

group's president, DAVID SPITKO, '75, gave the Meistersingers a vitality independent of professional leadership. As in other activities, the very limits on resources at the college motivated students to reach on their own for program goals.

(3) Broadcast Media

9 February 1976 RADIO STATION WRUC returned to the airwaves after a prolonged silence caused by administrative and technical difficulties. WILLIAM FRIES, '76, was station manager. The radio station had shut down in the spring 1975 semester. It failed to reopen in the fall because thieves had stolen the equipment. It broadcast from noon to midnight five days a week. The programming mainly consisted of popular music selected by the student staff. The station played little role in the political or social life of the campus. For a group of about thirty students, however, it provided a useful experience and outlet.

(4) Religion

11 October 1973 VOLUNTARY CHAPEL programs began in the newly created meditation chapel of renovated BOMBERGER HALL. The twenty-minute programs included a short meditation by a faculty member and a talk given by a student. A considerable amount of expense went into appointing the small chapel. Stained glass windows of contemporary design with Christian symbolism were installed. The chapel became the meeting place for student religious organizations. That function gradually superseded the more formal devotions for which it was designed. The move of religious reflection from the large Bomberger chapel to this small addition in the rear of the building symbolized the shrinkage of religious expression in the common life of the campus. It paralleled the move from a compulsory to a voluntary program. The majority of students probably were unaware of the new venue for religion or of the college's hope that it would perpetuate the vitality of the original religious impulse of the college. (*Weekly*, 18 Oct 1973)

24 October 1973 A small group of college people and townspeople commemorated the 28th anniversary of THE UNITED NATIONS. WILLIS DEWANE, Mayor of Collegeville, convened the gathering, which took a religious form. ALFRED CREAGER, '33, pastor of Trinity Reformed Church, and other local pastors spoke, along with WILLIAM B. WILLIAMSON of the philosophy and religion department. The emphasis was on cultivating peace. War in the Middle East, the lingering war in Southeast Asia, and the continuing Cold War gave urgency to this sentiment for the thirty-five attending.

30 June 1974 REV. MILTON E. DETTERLINE resigned from the staff as alumni director and chaplain. D. L. Helfferich, '21, hired Detterline in 1969 for his dual role. He managed to enliven alumni affairs while drawing many students into a consideration of religious values and issues, often through vigorous activities in the outdoors. He sustained the close link of the college with the United Church of Christ. His charge in Tamaqua before coming to the college was in the farther reaches of the Pennsylvania Southeast Conference of the UCC, headquartered on the college campus. After he left Ursinus, Detterline became the parish pastor to chancellor Helfferich at St. Peter's Church in Knauertown. This in a way kept him in the college family. When Helfferich died, Detterline fulfilled a promise that he would edit a commemorative edition

of the Ursinus Magazine. The edition stands as one of the lasting memories of Helfferich.

The Rev. Max E. Nuscher, recommended by John Shetler, head of the Pennsylvania Southeast Conference of the United Church of Christ, headquartered on campus, replaced Detterline. He served part-time while continuing his full-time charge at a church in nearby Pottstown.

(5) Service

4 December 1971 The student ECOLOGICAL CONCERN GROUP completed a semester of collecting glass on campus and delivering it to a recycling center. The year-old group reflected student concern "for the future of the world." Recycling was a grass-roots effort in the dormitories. The group supported zero population growth and sponsored a speaker earlier in the semester from Planned Parenthood. The administration saw the activities of the group as a welcome alternative to the protests of preceding years. Support from administrators helped channel and legitimize its activities. This betokened a small narrowing of the chasm between the administration and students with a bent toward political change.

11 May 1973 Faculty advisors reported to the board on a "committee to develop volunteer service among students." Professors RONALD E. HESS of chemistry and DERK VISSER of history said that they collated data about student service projects, solicited new recipients of service projects, acquainted faculty with the program and sought their cooperation, and proposed an office to be staffed by students in the College Union.

President Pettit encouraged this faculty-based initiative to lift up the positive aspects of extra-curricular life. He hoped that it would counterbalance the purely social priorities of students and the unhappiness they expressed over rules against drinking and visitation of men and women in dormitories. Both Hess and Visser were younger faculty members with an ease of communication with students out of class. Their sponsorship gave the project legitimacy in the eyes of some students. The project had only a small impact, however, on the tone of the campus.

(6) Social Activities

24 October 1970 "Six Ursinus Beauties" sought the title of Homecoming Queen, according to a *Weekly* headline (22 Oct 1970), as traditional college activities persisted. Placards calling for the Bears to "smash Swarthmore" appeared on campus. The six fraternity sponsors of the Homecoming court formed the traditional motorcade of convertibles. The candidates for queen perched in the autos as their escorts drove around the perimeter of Patterson Field to the home stands. Partisan sisters along the track cheered. Alumni members of the sororities and fraternities watched as the familiar ritual unfolded. Skirts were shorter, hairstyles looser, and heels less spiked, but they knew the inner pattern of the event from their own youthful experience. That year, ZETA CHI fraternity's candidate, NANCY HUNT, escorted by DON McAVINNY, won the crown. Although the Bears did not "smash" their gridiron opponent, they slipped past Swarthmore with a 9-7 victory. The tradition of Homecoming survived the transformations that changed so much of college life in the 1970-1976 period.

4 March 1971 The *Weekly* reported on its discovery of a "Bohemian" dormitory where students pursued a culture counter to the dominant campus ethos. Reporter DAVID L. HERMANY gave

an "anthropologist's" report on the unconventional students living in the Curtis Hall basement. He claimed to have found amid peeling paint and bare pipes a talented coterie of non-conformists. He said they pursued a free and creative style of student life hidden from college authorities and the student majority. He alleged that they had created an isolated society in the heart of a campus that touted itself as conventional and conservative.

By exaggerating the unconventional conditions and pursuits of the Curtis basement residents, Hermany offered up a portrait in keeping with the counterculture romance of the time. The portrait provided a contrast to the college's "middle class" values and "conservative atmosphere." Hermany reported that the Curtis basement counterculture survived in spite of the college's persistent condemnation of activities that would sully its public appearance of conservatism.

Students of every political and social persuasion were conscious of the effort by President Helfferich and then President Pettit to portray Ursinus as conservative. They had read or heard about Helfferich's speech on the conservative "philosophic temper" of the college, delivered at a centennial celebration at the Franklin Institute on *15 January 1970*. The Hermany article was one of many vehicles for stating the case for the opposition to that portrait of the college.

The reaction to Ursinus's student "left" came in a stream of letters to the editor from the student right. Signed by "Glenn Plaid" and "Stuart Sterling", they purported to support the conservative position of the college and castigated non-conformist students. With even greater exaggeration and animation than that in the Hermany article, the conservative letter writers condemned the "handful of drugged-up, dirty long-hairs" on campus. (*Weekly*, 11 Mar 71, p. 3)

Glen Plaid's position of militant conservatism purportedly reflected the true position of the college itself. His diatribes against the "hippies" caused fun and outrage, depending on the readers. They added to the liveliness of the *Weekly* pages in those feisty years. Stuart Sterling was especially against open houses and other college policies deemed overly restrictive by most students, "hippies" or not. In the 11 March issue, Stuart thanked the dean of men "for canceling the rumored Open House in the men's dormitories on Friday, February 19." He said that it enabled him to do a lot of studying that Friday night. "I am glad that you realize that college should be an academic (and not a sexual) experience."

Hermany reported that the non-conformists in Curtis basement invoked the ghost of J. D. Salinger to support their lifestyle. Salinger spent his brief sojourn on the Ursinus campus in 1938 as a resident of Curtis basement, they said. (Salinger's legacy of satire may have informed the pens of Glenn, Stuart, and their ilk no less than those of the campus counterculturalists.)

Some suspected that Glenn Plaid, Stuart Sterling, and the editorial leadership of the *Weekly* were the same. ALAN C. GOLD's articulate and tightly written criticisms of the New Left might have outraged the denizens of the Curtis Hall basement. They expressed in youthfully forthright form what many of the adult leaders of the campus felt about the excesses of the student protesters. Gold's last editorial before he relinquished the job of editor-in-chief (*Weekly*, 1 Apr 71, p. 2) was a long polemic against the "moral decadence" of "the unsightly minority." He attacked their use of drugs and their prostitution of the concepts of love, peace, tranquility, relevancy, and justice: "*'Love' actually becomes distorted to mean 'free love,' a unique blend of unbridled lust and capricious sexuality which involves little concern for the consequences of one's actions.*" "*The time is severely long overdue for the moderate-conservatives of straight America to put a decisive end to the iconoclastic and subversive subculture being perpetuated by a small percentage of America's young people.*"

13 December 1971 The women's campus council hosted a "new look" traditional CHRISTMAS BANQUET. Under the traditional calendar, exams took place after the Christmas break. The lack of pressure to finish papers and study for exams before the break allowed for the pleasant pursuit of traditional festivities of the season. One of the most valued traditions was the Christmas banquet for women students only. After the men ate hurriedly at an early sitting, the dining hall was cleared and set for a fancy meal to which women students came dressed up. Women students entertained, and carol singing by all sought to capture the season's spirit. The women's campus council introduced a "new look" in 1971 by inviting for the first time all women of the Ursinus community, not just students, including the wives of faculty members. The Dance Club entertained after dinner.

A commonplace among many students--and not a few faculty--held that Ursinus was sheltered from the blasts of change sweeping across the nation. Some thought that was good. Others did not. Some thought the sole purpose of the administration and board was to keep the college that way. Whatever one thought of them, events such as the women's Christmas banquet sustained the impression of an unchanging traditionalism, even as vocal students expressed their opposition to the status quo. Such students sometimes lamented that the Ursinus campus was less politically aware and active than other colleges their friends attended. Yet, the majority of Ursinus students continued to enjoy traditional activities. The apolitical fraternities and sororities continued to set the tone for much of the social life of the campus. Choosing a Homecoming queen remained important. And the women students, however sophisticated or disillusioned, came in numbers to enjoy the Christmas banquet. The change in the "new look" of 1971 suggested revitalization rather than dilution of the tradition. When in the next administration a change of calendar put exams before the Christmas break, this tradition died.

28 October 1972 Low attendance at a Halloween dance prompted organizers to wonder why Ursinus was a "SUITCASE COLLEGE." JOSEPH E. VAN WYK, '74, upset over the headcount of 150 at the dance, calculated that only a third of the entire student body was on campus for that weekend. He attributed the "suitcase college" syndrome to student failure to support their own organizations. He thought they preferred to blame the administration for everything. He commented: *"I have no compassion for kitchen cynics [perennial student critic Jane Siegel had titled her column "the kitchen cynic"] nor do I enjoy people whose constant big joke is to laugh to death every attempt to make a fresh start."*

The arguments and allegations over the "suitcase college" syndrome ran as a constant thread through faculty, student, and staff discussions on the quality of student life on campus. Because the college continued to recruit a large percentage of students from the suburban Philadelphia counties, students found it easy to return home on weekends when they found nothing interesting to keep them at the campus. This in turn made it difficult for organizers of such affairs as Halloween dances to mount a lively event. This downward spiraling condition did not change for some years. Estimates such as Van Wyk's, of course, were always subject to critical scrutiny. Moreover, many students who remained on weekends found offbeat enjoyment in their minority status.

1 November 1972 The faculty approved the start of the NATIONAL GERMAN HONORARY AND SOCIAL FRATERNITY, as recommended by the student activities committee. Such organizations came and went in this as in other periods of the college's history. Prerequisites

were a group of interested students (sometimes encouraged by an interested faculty member), a written constitution, and a willing faculty advisor. Some other organizations that came into existence during this period included the following: the Black Student Alliance (5 May 1971); Judo Club (7 March 1973); G. Leslie Omwake Education Club, which was the local chapter of student teachers, renamed in honor of the college's sixth president; the Conflict Simulation Club (5 December 1973).

3 June 1973 A graduating senior reflected on CHANGES during his four years at Ursinus. JOHN O. RORER remembered the protests occurring during his freshman year. *"It was almost a real student protest just like we see in the movies."* Everybody was upset, he remembered, not over government blunders or Vietnam but open dorms. Rorer recalled the petition of his entering class against the absurdities of freshman orientation imposed by upper-class students. *"...The CCC got its first taste of downright rebellion. Every freshman class following [ours] had a very civil orientation program that was almost fun."* He remembered the end of the assigned seating system and prescribed attire (ties and jackets for men, skirts for women) in the dining hall. *"The tables were composed of four men and four women and each week each group rotated to a different table. This way everyone knew everyone else by the end of the year. Great try but again our class just couldn't ease itself inconspicuously into the system. Women were also given the privilege that year to wear slacks outside the dorms."* He lamented the small percentage of classmates who paid attention to major current events, such as the Kent State killings and the bombing of Cambodia. *"Even the celebration of Earth Day was only officially recognized once. This area is one of the primary weaknesses on the part of the college.... Current events are seldom considered."* Change was the word for his class and, he thought, for classes to come. *"I am sure the college has set itself up again to withstand more petitions and demands for students' rights."* And in farewell: *"As one looks over his shoulder he pictures those immortal words: 'Sin College, found 69' and a little grin creeps across his face remembering the surprise of our first Parents Day."* The reference was to the college sign on Main Street, with letters painted out to produce the above message. Rorer's humorous reflection helped balance the picture of an angry generation bent on constant change. Underlying the youthful rhetoric inherited from the 1960s was a common-sense stability that Ursinus students brought with them to campus from their middle-class homes and communities.

21 February 1974 A student writer wondered whether Ursinus would survive THE AQUARIAN AGE. In his contrast of the dying age of Pisces to the rising age of Aquarius, he expressed the fear that Ursinus was doomed because its students and administration (no mention of faculty) appeared to be essentially "Piscean." The Piscean was marked by *"pessimism, a self-destructive attitude, a sense of doom, and confusion on the unconscious level (concerning moral and ethical issues)."* By contrast, the Aquarian was marked by *"broad humanitarian ideals, unselfish attitudes, steadfast optimism, and a renaissance of artistic standards."* The Aquarian age will *"burst into being as the antithesis of Piscean attitudes and will rebel against those institutions that retain old, undesirable qualities."*

However dubious as a serious analysis, the article offered a colorful distillation of the generational discontent that fed the give-and-take between the college and students over the social arrangement of campus life. The majority of Ursinus students by this time had grown up with styles, vocabulary, and values formed in the social revolution of the late 1960s. Nevertheless, few would have wanted to be tagged as out-and-out "Aquarians." The

gatekeeping in the admissions office and the social conservatism in the counties where Ursinus students grew up combined to exercise a restraining influence. Most Ursinus students watched the process of change and may have secretly hoped that the student critics would win some points. But they maintained a comfortable distance from the action.

A couple of weeks after this article appeared, another student submitted a poem entitled *Woodstock Abdication*. "*And there will be no children's convocation / At the forest's heart, / No maypole dance / In the face of the clock.*" The author dropped out of Ursinus before graduating. The ways of campus life doubtless were changing--sometimes dramatically--in response to the changing social environment in the nation. The students who prevailed at Ursinus, however, remained in the broad middle.

14 March 1974 STREAKING--dashing nude across a public space alone or in a group--arrived on the Ursinus campus. An article on streaking in the *Weekly* was headlined, "Streaking Hits Campus--the Ursinus Bares Are Here!" Editor JOHN FIDLER, '74, opined: "'Streaking' is not unlike eating a bowl of hot chili. 'What did I do that for?'"

16 September 1974 The faculty gave its approval to an effort by the academic dean to try to enforce observance of rules on INITIATION by Greek-letter groups. Several faculty members spoke on the subject at the faculty meeting. One suggested that students on academic probation end their participation in initiation immediately. The faculty's support of Dean Bozorth led to his *8 November 1974* letter to leaders of fraternities and sororities.

8 November 1974 Leaders of fraternities and sororities learned of new faculty rules to correct perceived excesses in pledging behavior. They received a letter signed by dean RICHARD G. BOZORTH, speaking as faculty spokesperson. It prohibited "drop trips" away from campus, reemphasized the prohibition on hazing, banned "noisy and otherwise objectionable public displays" by pledges, cut the length of pledging to two weeks, and reasserted the first duty of pledges to their studies. This faculty response came after it lost patience with protracted and ineffectual clean-up efforts by student leaders of the Greek-letter organizations. Tasteless "wall shows" at noon in front of Wismer Hall during pledging made it impossible for the general campus community to close its eyes to the antics of pledgemasters and their fledglings.

Bozorth prefaced the new rules with the following: "*During the past several years an increasing number of inquiries and complaints concerning fraternity and sorority activities have been directed to the college from students, parents, faculty, alumni, and from the local community. These complaints have resulted from injuries to students in the course of rushing activities, absences and lack of preparation blamed by students on the 'duties' assigned them in the course of rushing, public displays involving vulgarity, degrading public 'rituals' and noisy activities that interfere with meals or sleep of both the student body and citizens living outside of the college campus.*"

Some interpreted the new student enthusiasm for the social life of fraternities and sororities as a repudiation of the political activism of the late 1960s and first years of the 1970s. It seemed to some as a hoped-for signal that vocal students might be getting tired of pushing for the restructuring of Ursinus. Greek-letter organizations enjoyed a legitimate place in the college, although their parties and pledging never ceased to create headaches for administrators and the campus community. Students did not feel the need to clash with the college over the basic existence of these organizations as they did over dormitory rules and student rights.

The Greek-letter organizations provided the lubricant for weekend social life on campus and sometimes off campus for the majority of students, members and non-members alike. They somehow managed to skirt state law and college rules against alcohol use much of the time. When police or college officials caught them, students and faculty usually reacted for a while with heated discussions about college priorities and values.

Despite efforts to contain them, the excesses of Greek-letter activities did not end during the 1970-1976 period. The organizations became stronger and more popular in subsequent years. That led to still greater concerns and to intensive policy reviews. Meanwhile, students enjoyed the "bonding" and exuberance of Greek life. It contributed to the general satisfaction that many students found with their Ursinus experience.

15 October 1975 Members of a freshman composition class contradicted a fashionable view that 18-year-old life was "an absurd joke." That had been the view of Joyce Maynard in a *New York Times* essay in 1972. An English composition instructor asked freshmen four years later to address comments to Maynard. Said one student: *"Our generation is not one of heroin and radicals. We cry for normality even while we dearly cherish our individuality. Our music has gone from hard, driving, acid rock to a softer and more mellow type of rhythm. Your songs cried for social reform--ours cry for inner peace. We want '2.2 kids and a house in Connecticut.' We want a steady job and security. Instead we have inherited unemployment and inflation."* Said another: *"While following the crowd was popular with your generation, we relied mainly on our own independence.... No longer do we feel the need to smoke pot or pop pills because everyone else is doing it."* And another: *Most of the people I know have definite plans for their future. None of them consider life a joke. Many are going into pre-professional studies at their particular colleges."* College administrators who navigated the turbulent seas of the late sixties found such reflections comforting. At the same time, they knew that this crop of freshmen and those to follow bore indelible traces of the recent social upheavals. Students would never again be quite like those that senior faculty had taught before the late sixties.

(7) Intercollegiate Sports

26 September 1970 The men's CROSS COUNTRY SQUAD, with two Middle Atlantic Conference championships behind it, started the new season on a winning note. Led by record breaker BRUCE ALBERT, '71, the Bears romped in their opener against Eastern Baptist College and Drew University. On 3 October, the harriers against Delaware Valley College again excelled. Albert again captured first by a wide margin. At season's end on 20 November, the squad stood third in the conference, its hegemony over.

1 November 1970 (approximate) The WOMEN'S FIELD HOCKEY TEAM defeated West Chester 2-0 for the "mythical" national field hockey championship. As CHRIS CRANE, '71, reported in the 5 Nov 1970 *Weekly*, "So the Bruinettes are U.U.U.—undefeated, untied, and unscored upon with an 8-0-0 record." The team repeated its victory over West Chester a year later, on 28 October 1971, on the loser's turf, by a 2-0 score.

The powerful playing of Ursinus in the later years of coach Eleanor Snell's career resulted from the assemblage of an unparalleled array of athletic talent. As the team defeated West Chester, the campus learned that Ursinus women dominated the selection for the All-America field hockey team of 1970. First team picks included BETH ANDERS, '73, ROBIN

CASH, '72, SANDRA WOOD, '71, and TRUDY SCHWENKLER, '72.

Some of the Ursinus team members would later form the nucleus of America's first-ever entrant in Olympic competition in 1984. America won the bronze medal at the Los Angeles games that year. Anders was captain and VONNIE GROS, '56, was head coach.

4 November 1970 The men's SOCCER TEAM defeated Haverford College, coach Donald Baker's alma mater, for the first time in 25 years. Baker's philosophy of sport emphasized character building rather than winning. On this day of victory, student athletes on the squad, such as goalie CRAIG CRANDALL, '72, may have hoped that the coach would not frown on their favorable outcome over the Haverfordians. The printed record reveals nothing of Baker's reaction.

14 November 1970 The FOOTBALL TEAM finished the season with three wins and five losses by defeating Haverford College. This was a letdown from the 1969 season, when the Bears were co-champions of the southern division of the Middle Atlantic Conference with a 5-2-1 record. HARRY L. ADRIAN, '73, was the standout of the year as running back.

28 February 1971 (approximate) Men's athletics faced difficulty when the Eastern Collegiate Athletic Conference (ECAC) made freshmen at all colleges eligible for varsity play.

This overturned a ruling that had permitted only colleges with small enrollments, such as Ursinus, to field freshmen. Freshmen for the likes of Ursinus were the "equalizer" when the Bears went up against larger rivals, such as Franklin & Marshall and Muhlenberg, especially in football.

Worrying over the ruling, students and staff interpreted the move as a change in the philosophy of sports at rival colleges. It appeared as if winning was becoming more important than building character and enjoying the sport for its own sake. With limited facilities, limited funds for recruiting student athletes, and limited size of the total male population, Ursinus was emphatically committed to the philosophy of "amateurism" in men's sports, ably articulated by soccer coach Donald G. Baker. (No one tried to reconcile the apparent contradiction posed by Ursinus's nationally recognized powerhouse program for women's sports.)

The change in ECAC to a more competitive, win-oriented stance betokened by the change in freshman eligibility would continue to evolve in Ursinus's circle of competition in the years ahead. The models of professional sports and nationally televised collegiate powerhouses would influence incoming students and their parents. This would force Ursinus to reconsider its priorities for men's sports. This process would extend far beyond the Pettit administration.

15 September 1971 Three Ursinus women's field hockey players returned to campus after a world tour with the US Field Hockey Association team. Seniors Robin Cash and Trudy Schwenkler and junior Beth Anders went with the team to England, the Middle East, Singapore, Australia, Tasmania, and New Zealand. Cash's comment to the *Weekly* (7 Oct 71) after returning was prophetic: "*This 1971 U.S. Touring Team was the youngest and probably the most inexperienced team ever to represent the USFHA. Yet, when the time came to say our good-byes, I feel I can truly say we gained an awareness of the game.*" She and others on the touring team became the nucleus of the US team that by decade's end would be ready for first-ever Olympic competition in women's field hockey.

16 November 1971 The WOMEN'S FIELD HOCKEY TEAM completed another undefeated season. "Snellbelles" defeated Trenton State 2-1 to complete a 7-0 season record. The depth of the Ursinus team showed in the strong intercollegiate competition of the junior varsity, coached by Adele Boyd, '53. Boyd's team wound up the season with a 4-1-1 record. When Eleanor Snell retired, Boyd moved up to head coach.

10 December 1971 (approximate) DONALD G. BAKER, soccer coach and professor of classics, expressed his "philosophy of the game" at a national gathering of SOCCER coaches. Baker had completed his 38th season as the men's soccer coach at Ursinus. He steadfastly blended his classical learning and his love of the sport: *"My premise is that soccer in college is for fun and health, both physical and mental of course. It is not to enhance the reputation of school or coach, to provide a spectacle for crowds (especially if these crowds do not know good play from bad). Even less is it a commercial enterprise subject to the purposeless pressures and shallow deceits commonly accepted today in American business. The ancient view of an amateur, that one does something because he loves it, needs to be looked at anew. As Socrates put it, it is a shame to go through life without knowing the skill and grace of which your body is capable."* (Ursinus Magazine, February 1972.)

As in all that he expressed, Baker was emphatic and unflinching in upholding the purity of the sport and the earnest nature of the well-balanced life. Of such individualistic views was the spirit of the faculty as a whole expressed each day.

The Ursinus sports community in these years understood Baker's premise well. Most but not all on campus would have agreed with his final thought: *"A man's quality matters more than his achievement."* That consensus, however, did not diminish the desire among students and enthusiastic alumni to win games.

When WALTER MANNING replaced Baker in the fall of 1972, he abruptly reversed the long-standing indifference to mere winning that Baker had cultivated for so many years. An outstanding player at Temple, who had spent some time playing professionally, Manning emphasized his "fierce desire to win." It contrasted to what he called Baker's "zeal of amateurism." (*Weekly*, 12 Oct 1972) In 1972, Manning's first year, the team won 4, lost 9, and tied 2. In the remainder of the 1970-1976 period, the team's record was as follows: 6 wins, 7 losses, and 1 tie in 1973; 5 wins, 9 losses, and 2 ties in 1974; 3 wins and 11 losses in 1975; 1 win and 13 losses in 1976.

26 October 1972 The women's FIELD HOCKEY TEAM under new head coach ADELE BOYD, '53, played to a tie in the "mythical" national championship game. West Chester State College held a 1-0 advantage as time was running out. Ursinus scored to tie the final score with five minutes remaining.

Coach Boyd now had the awesome responsibility of perpetuating the winning tradition established by her mentor, retired coach ELEANOR F. SNELL. Snell left the college staff owing to a compulsory retirement policy based on age. Still vigorous, she signed on as coach of field hockey at LaSalle College.

11 November 1972 The FOOTBALL TEAM ended a 6-3 season with a win over Trenton State College. While the football team turned in a favorable record, other men's teams, particularly cross country, also were doing well. (*Weekly*, 16 Nov 72)

13 January 1973 The MEN'S BASKETBALL TEAM and staff heroically rescued victims of an explosion at a restaurant after a game with Juniata College. The event occurred at Motel 22 Restaurant near Mapleton in Huntingdon County, PA. The team and staff had stayed overnight at the motel after playing Juniata College. They had finished their breakfast in the restaurant and returned to their rooms when it exploded. The coaches and staff, led by Warren Fry, joined students in rescuing 14 persons from the motel restaurant. The explosion and fire destroyed the facility. One person died.

ROBERT HANDWERK, assistant coach, said the following as he and others remembered the experience: *"Most of the victims had severe facial lacerations and were badly bruised. It was after the entire building was up in flames when Coach Fry and I made a head check.... For some strange reason we never thought of ourselves but more for the people injured by the blast. The [players] demonstrated for the world that one cannot generalize about youth. They displayed total unselfishness of themselves to aid others."*

TOM POLINKSI, sports information director, was on the trip with the team. He played an especially dramatic part in rescuing a man trapped under debris from the roof. He described what happened when he entered the destroyed building just after the blast: *"A gas-fed fire was licking its way through the kitchen and into the snack bar. There before me was the smashed roof and the blue sky above. The sight was worse than any nightmare I have ever experienced. The area seemed vacated and I attempted to make my way through the partially damaged front wall. Tossing tables and chairs to clear an exit for myself, I noticed someone beneath my feet, dangling into the basement. Wedged between the roof and a blown out section of the floor was an old man. His head and face were imbedded with glass and splinters.... I thought he was dead."* Polinski and others who arrived pulled the man from the burning scene just ahead of the mounting flames.

The Borough of Mapleton passed a resolution shortly afterward to commend the Ursinus people: *"The heartfelt gratitude and appreciation of all residents of this community are... extended to the members of the Ursinus College basketball team, and their coaches and staff for their superlative display of concern for their fellowmen. Their actions reflect the highest credit upon themselves and their school and vividly illustrate the true value of athletic endeavor."*

22 February 1973 A student athlete voiced his criticism of MEN'S ATHLETICS at Ursinus. Dropped from the basketball squad after playing for two years (for reasons now buried), he articulated what many students felt about the limited college support of men's intercollegiate sports. He said in the *Weekly*, *"The basic problem is an administration that cares nothing for the success of men's athletics. The administration refuses to make an honest attempt to develop successful (winning) teams.... I don't advocate developing an athletic program by using fraudulent means as so many big schools do; all I am asking is that the administration of the college bring in people and coaches who are going to make an honest attempt to win some games."*

Numerous men's sports teams were coached by local men working part-time for love of the game. They received what amounted to token compensation for their seasonal service. The exceptions were football, track, tennis, and soccer, coached by full-time staff or faculty. Disgruntled though he may have been, the student expressing criticism touched on a priority issue that persisted at Ursinus for many years. The highly touted and successful women's sports teams benefited from the unique strength of a tradition grounded in the teaching of Eleanor Frost

Snell. Adele Boyd, '53, carried on her work as a full-time staff member. The "old-girl" network of former athletes in the area produced outstanding coaches on a part-time basis little different from that of the men part-timers. However, the winning tradition in women's sports came with them.

7 May 1973 At a special convocation organized by President Pettit, The MEN'S BASKETBALL TEAM and staff received honors for their heroic rescue work. On *13 January 1973*, they rescued a number of victims of a disastrous explosion and fire that destroyed Motel 22 Restaurant near Mapleton in Huntingdon County, PA. The team was returning after playing a game at Juniata College. Each person received a copy of a board resolution of commendation and an Ursinus College centennial medal. Among many commendations was one from President Richard M. Nixon. Novelist JOHN E. WIDEMAN, then director of Afro-American studies at the University of Pennsylvania, delivered a formal address during the program. Wideman had captained Penn's basketball team as an undergraduate.

12 May 1973 The MEN'S TRACK SQUAD completed its twelfth consecutive winning season with a 9-1 record. Coach RAYMOND GURZYNSKI, '39, one of the coaches working full-time on the faculty, had an .857 winning percentage over a twelve-year period, according to the *Weekly* (17 May 73.) In that period they lost at Patterson Field only twice. ROBERT LEMOI, '73, was most valuable player, having amassed points in pole vault, hurdles, and high jump. Another key member was ROBERT SING, '75, who in the following year would win a national championship in javelin.

15 February 1974 The WOMEN'S GYMNASTIC TEAM took second place in the first intercollegiate gymnastics meet in Ursinus history. Ursinus placed second in a three-way competition with Temple and Franklin & Marshall. Ursinus women's gymnastics would evolve into one of the few competitive programs in that sport in Division III of the NCAA.

9 May 1974 Five Ursinus women became members of the US LACROSSE ALL-COLLEGE TEAM. They were Ethel Barnhill, '75; Claudia Bloom, '74; Anita Deasey, '75; Janet Luce, '74; Karla Poley, '76. Nine other women from Ursinus were named to the second, third, and fourth teams.

15 June 1974 (approximate) ROBERT F. SING, '75, won the national NCAA Division III javelin championship. Coach of track and field RAYMOND GURZYNSKI, '39, accompanied Sing to the site of the competition, Eastern Illinois University. Sing won the title with his best-ever toss of 234'11". After graduating, Sing earned his D.O. degree and practiced emergency and sports medicine, thus combining his athletic and professional interests.

25 October 1974 The WOMEN'S FIELD HOCKEY TEAM defeated West Chester State College in the "mythical" national championship game. It was Ursinus's first victory against West Chester under Coach ADELE BOYD, '53, in three tries. The teams played to a tie in 1972 and West Chester won in 1973. In the 1970-1976 period, the field hockey team had the following win-loss record: 9 wins and 0 losses in 1970; 6 wins and 0 losses in 1971; 6 wins, 0 losses, and 1 tie in 1972; 9 wins and 1 loss in 1973; 6 wins and 0 losses in 1974; 11 wins, 3 losses, and 3 ties in 1975; and 18 wins, 2 losses, and 1 tie in 1976 (when the team took part in regional and national tournaments).

26 October 1974 Fifty-seven alumni athletes entered the newly established URSINUS HALL OF FAME FOR ATHLETES at a combined Homecoming-Founders' Day event. This first cohort to enter the Hall of Fame included athletes from the founding in 1869 to 1965. To identify worthy inductees, in addition to the historical record, the committee relied on the memories of chancellor Helfferich and his contemporaries, such as LILLIAN ISENSBERG BAHNEY, '23. Bahney's prowess in hockey and basketball in the early days of those women's sports qualified her for membership. The keynote speaker for this inaugural ceremony was noted network television sportscaster HEYWOOD HALE BROUN.

In subsequent years, new members of the Hall of Fame gained eligibility only after a decade since their graduation elapsed. To commemorate the names of Hall of Fame members permanently the college installed a handsome wall plaque in the ANNA KNAUER HELFFERICH lounge of Helfferich Hall.

16 May 1975 Men's TRACK AND CROSS COUNTRY TEAMS added another year to their long string of winning seasons. The track team completed its 14th consecutive winning season, posting a 7-3 mark. During that time the Bears won 111 and lost 21 for an average of 84 percent. The cross country team posted a 9-4 record. Coach RAY GURZYNSKI, '39, had winning seasons every year since he reestablished cross country as an Ursinus sport in 1966. His teams had 99 wins and 16 losses, an 86 percent average.

31 August 1975 EVERETT M. (ACE) BAILEY retired from the position of DIRECTOR OF ATHLETICS and Chair of HEALTH AND PHYSICAL EDUCATION. Bailey came to the college in 1934. He was a graduate of Springfield College and Columbia University. Bailey, like the president, his contemporary on the faculty, and others of his generation had an affinity for the frugal, hard-work ethic that he found in Colledgeville in the Depression years. He made up for slim budgets with a warm and giving personality, colored by a Yankee sense of humor. He could "jolly" a team into creditable performance in spite of its tattered equipment. His office in a second-floor corner of the old Thompson-Gay Gymnasium was a model of Spartan simplicity. For many years, he had the only telephone extension in the Athletics Department. When a call came in for a colleague in an office downstairs, he would pull on a thin cord. It snaked down through the building and jangled a little bell, the signal for ELEANOR FROST SNELL or someone else to pick up a remote receiver. In his last three years of service, Bailey enjoyed his new administrative home in the newly opened Helfferich Hall. Some of the luxuries of that facility were beyond his wildest expectations of former years. The spirit of the man was captured, perhaps, in "Baileyball," a game he invented with elements of basketball, tennis, and lacrosse; students and staff played it for sheer fun. Always an exemplar of physical fitness, Bailey remained after retirement a formidable competitor on the racquet ball court, winning over competitors much his junior in years. Articulate and literate, Bailey enjoyed a reputation in the Middle Atlantic Conference and the Philadelphia area as a sports raconteur and after-dinner speaker. After his death in 1992, the college memorialized his lifetime of service by dedicating the basketball courts in Helfferich Hall as "Bailey Courts."

The preparation of teachers of health and physical education was a sizeable portion of the Ursinus academic program throughout Bailey's long tenure. He conceived of the athletic program as a "laboratory" for the future teachers, although he welcomed the many student athletes to varsity squads from other academic majors. Sometimes the distinction between sports

and academic work became slightly blurred. This was especially so in the women's program under Eleanor Snell. The individualized attention that students received at the hands of Bailey and his colleagues were thought to make up for whatever shortcomings there may have been in the curriculum or in the bare-bones facilities.

ROBERT R. DAVIDSON replaced Bailey in both the athletic and academic positions. He held both positions until 1996, when he relinquished the position of director of athletics to WILLIAM E. AKIN. He then devoted all of his time to the academic program, by then called Exercise and Sport Science.

1 November 1975 The women's VOLLEYBALL TEAM won the Philadelphia Area College Division "A" championship. Ursinus won the title in a final match against Temple University on the loser's court. Even in the moment of sweet victory, campus attitudes came in for criticism in the review of the success. Reporter MARGARET HORIOKA, '77, said the volleyball team took a back seat to field hockey, "about 200 rows back, actually." Nevertheless, she said of the players, "*Their dedication and skill more than make up for poor communication with the Athletic Department, lack of proper uniforms, limited budget, and general disinterest in the team.*"

15 November 1975 The FOOTBALL TEAM finished a 1-6-1 season, provoking calls for changes in coaching. Criticism of men's coaches ran as a minor refrain through the general chorus of discontent about student life. Coach RICHARD J. WHATLEY came in for the criticism although, unlike most others, he was a full-time not a part-time staff member. He was completing his 16th year at the helm. Doubtless, his role as dean of men conflated with that of coach in the minds of some students to make him an especially easy target for student complaint. (*Weekly*, 20 Nov 1975) The record in the 1970-1976 period shows that Whatley had a 6-3 winning season in 1972 and a 4-4 split in 1971. The other seasons showed more losses than wins.

1 February 1976 (approximate) RICHARD J. WHATLEY resigned as head football coach after 16 years in the position. Whatley came to Ursinus in 1959. After a year as assistant coach, he took over the top job. He led the Bears to a Middle Atlantic Conference Southern Division co-championship in the college's centennial year, 1969. Whatley ran the football program on a tight budget. He was true to the philosophy of amateurism that valued winning less than the uplifting experience of playing the game. Yet, he instilled a competitive spirit in the players through his own example of fitness and hard work. The college community in the Whatley years did not expect him to field a powerhouse, and he held football in what most felt was its proper relationship to the serious academic purpose of Ursinus. Leading up to the centennial year, President Helfferich probably encouraged Whatley and the admissions office to seek out and recruit more than the customary number of good athletes. It brought the desired result in the winning of the conference championship. For the rest of his football coaching career, Whatley worked with the talent that came his way and turned in a respectable record.

Whatley was one of a kind. He did double duty through the Helfferich and Pettit years as dean of men and football coach. A rock-hard sense of integrity combined with the individualism of a Maine native to make it possible for him to balance those roles. As dean, he was a willing soldier in the battle to keep Ursinus on the conservative side of the moving social curve among young people. Still, he followed the president's orders in his own fashion. He was

notorious for squirreling his records away from all other administrators. His unorthodox style enabled him to move successfully through the tense years of the late 1960s and into the 1970s. He did not create revolution in the dorms with rigid enforcement of rules; nor did he fulfill the expectations for a campus full of rule-abiding good guys. He applied rules flexibly, sometimes practiced a double standard, always kept up a self-deprecating, macabre humor that saved his balance in even the most bizarre cases of student misadventure.

In physical education classes, Whatley became legendary for nonsensical directions and malapropisms or "Whatleyisms." (For example, to a gym class he would shout, "Count off by fives and each number go to a corner of the gym.") Students never quite decided whether his screamers were unwitting or intentional. Colleagues who knew his wily ways usually glimpsed method in his madness.

He remained an essential part of the student life staff when it underwent a major reorganization in the next administration. He also continued to carry important coaching duties in track and field. He and his wife, Ann, also a Maine native, returned to their native grounds when he took an early retirement in 1993.

25 February 1976 Warren Fry, long-time coach of the MEN'S BASKETBALL TEAM, closed out his career with a 10-10 season. Fry began coaching men's basketball at Ursinus in 1960. During the 1970-1976 period, his teams had the following records: 9 wins and 9 losses in 1970; 5 wins and 15 losses in 1971; 12 wins and 8 losses in 1972; 7 wins and 11 losses in 1973; 13 wins and 6 losses in 1974; 4 wins and 14 losses in 1975.

1 March 1976 The WOMEN'S BASKETBALL TEAM finished with a winning season under coach Sue Day Stahl, '66. The final record was 5 wins and 4 losses. Stahl started in 1975. She succeeded Gale Fellenser, '67, who took over when Eleanor Snell retired. Team record: 7 wins and 1 loss in 1970; 2 wins and 1 loss in 1971; 5 wins and 5 losses in 1972; 8 wins and 5 losses in 1973; 2 wins and 10 losses in 1974; 6 wins and 8 losses in 1975.

10 March 1976 (approximate) LAWRENCE D. KARAS became head football coach in place of Richard J. Whatley. Karas came to Ursinus from Swarthmore College in 1975 to teach health and physical education, coach tennis, and act as Richard Whatley's assistant in football. He had been a standout quarterback in his playing years at Ithaca College in New York. In the first season after the long Whatley era, the Bears did not win a game.

15 May 1976 The men's BASEBALL TEAM picked its most valuable player after a losing season. Captain and pitcher RICHARD GAGLIO, '76, was the MVP for the second season. He was first chosen in 1974. Other MVPs during the period: HARVEY POND in 1970; EDWARD DOWNEY, '73, in 1971; STEVEN LONG, '73, in 1972; Long again with KEVIN O'CONNOR, '75, in 1973; EDWARD TERRILL, '76, in 1975.

The record book was lost but a reconstruction points to a season with 8 wins and 12 losses in 1976. The record for the period: 4 wins and 9 losses in 1971; 3 wins and 9 losses in 1972; 6 wins and 7 losses in 1973; 3 wins and 12 losses in 1974; 3 wins and 10 losses in 1975. Gene Harris, '55, coached the team through most of the 1970-1976 period. Carson Thompson succeeded him.

16 May 1976 The men's TENNIS TEAM showed signs of revitalization as it finished the season

under a new coach. Larry Karas took the coaching reins in 1976 after the long coaching career of biology professor Robert Howard ended. The team won 5 and lost 10. The record for the 1970-1976 period: 6 wins, 6 losses, and 1 tie in 1971; 2 wins and 5 losses in 1972; 1 win and 10 losses in 1973; 3 wins and 7 losses in 1974; 3 wins and 9 losses in 1975.

20 May 1976 The WOMEN'S LACROSSE TEAM finished the season with another winning record. The lacrosse stalwarts racked up an 8-2 season, perpetuating a winning streak for the entire 1970-1976 period. The record shows the following: 8-0 in 1970; 8-0-1 in 1971; 7-2 in 1972; 6-2-1 in 1973; 7-2 in 1974.

5.

SUSTAINING THE INSTITUTION

A. Governance

(1) The Board of Directors

15 May 1970 At its meeting, the board adopted as college policy the principles outlined in the speech delivered by PRESIDENT DONALD L. HELFFERICH on *15 January 1970*, "The Philosophic Temperament at Ursinus College." Helfferich delivered the speech at a gala dinner at the Franklin Institute in Philadelphia. The dinner celebrated the centennial of the college. Helfferich sought through this speech to establish a conservative tilt to the development of the college as he prepared to leave office later in 1970. (Reports of Officers, 1969-1970, p. 3)

The speech broke into two distinct parts. The first part came from Helfferich's stock of trenchant phrases designed to capture the imagination of audiences over the years. It sought to put the moment into historical context by reviewing the changes that had occurred in higher education since 1951. In that year, the Newcomen Society had honored Ursinus at a luncheon on the campus, just as it was honoring the college at the 1970 centennial dinner.

The second part, he announced, was a position statement on the philosophy of Ursinus College. Up front, he gave a ringing affirmation to liberal education and unfettered academic freedom:

"Like all liberal arts institutions of any distinction, Ursinus holds that a professor of a discipline has the freedom to profess his knowledge without hindrance."

Ursinus advocated "no closed ideological system." Any answers about "God, man, nature and society" were open to honest scrutiny and free discussion.

With that assurance to the faculty that the freedom of professional practice was secure, Helfferich went on in the rest of his speech to explain how the college, nonetheless, had a philosophical orientation. He resolved the apparent contradiction by drawing a distinction between the institution's *method* of academic pursuit and the *content* of its institutionalized life in society. The method of academic inquiry at the heart of professional practice was, as he said, value-free. The content of Ursinus's life as an institution, however, was not value-free.

"As a discrete social and legal entity, [the college] makes decisions about courses to be included in the curriculum, about the size and shape of the physical plant, about the extent of community involvement, about student rules, about candidates for faculty positions, about students seeking admission, and about those seeking release. Taken together, these decisions express an institutional point of view. This point of view, essentially philosophical, is the product of the attitudes and ideas of those governing and operating the college--about the nature of man; the aims of educating men endowed with that nature; the

ways of regulating human affairs in general and in an academic setting."

Since an institutional point of view was inescapable, a responsible college necessarily had to choose its particular orientation. Ursinus, he said, was historically "conservative." He then gave a new rationale for the college's "philosophic" conservatism.

He made it clear at the start that Ursinus did not stand against change ("change is everywhere"). Rather, Ursinus looked to a conservative rationale to help it "manage change."

This conservative rationale emerged from a particular outlook on the nature of humankind and on the social structures best suited for such a nature. This outlook was receiving attention through the writings of scholars such as Clinton Rossiter and Peter Viereck. Guided by such writers, Helfferich reached back to Edmund Burke's *Reflections on the Revolution in France* for antecedents. He declared against "simplistic rational formulas" for solving human problems, against "pat theories for change or emotional calls to new revolutionary vistas," against "the doctrine of natural goodness." Following Burke's lead, he said the Ursinus temperament relied on custom and experience as a test and favored restraints on human passions.

Helfferich then declared that Ursinus should preserve a conservative orientation because of the contrary path of "permissiveness" taken by many similar colleges. He said it would be good for the public to have a conservative alternative when choosing a college. It would be good for Ursinus to offer it, because it was in the spirit of "its own best traditions." He accepted that this would make Ursinus unattractive to some students and their families but maintained that others would come precisely because of the conservative tilt.

Toward the end of his speech, Helfferich again endorsed "academic quality" and denied that conservatism equated with dullness. Most significant from the standpoint of the history of Ursinus's parochial purpose was his return to the business of shaping good behavior:

"[We] see [Ursinus] as a reasonably decorous place, where basic good manners are valued because they tend to be civilizing (we hold civility to be one of the hardest and highest-valued goals). We do not see it as an irrelevant haven for the sons and daughters of people who cannot accept the complexities of contemporary life; we see it as a full partner, along with institutions of a liberal persuasion, in showing young people how to approach those complexities, we from a conservative posture, they from a liberal."

Befitting his reputation as a master fund-raiser, Helfferich concluded with a statement of belief that such a college would attract adequate financial resources to allow it to do its work.

When the board adopted this speech as a statement in principle of the college's position in May 1970, it created an overriding criterion in the search for Helfferich's successor as president. Anyone chosen would have to be able to work within this broad guideline.

15 September 1970 The college submitted a response to its REGIONAL ACCREDITING ASSOCIATION on issues of faculty work loads. The Middle States Association of Colleges and Schools reaffirmed the accreditation of Ursinus on 29 April 1968 following a team visit (11-14 February 1968) chaired by C. WILLIAM HUNTLEY of Hobart and William Smith Colleges. Despite its endorsement of Ursinus, the Huntley team voiced concerns about faculty work loads

and in particular the heavy involvement of faculty members in administration. Middle States asked that the college submit a response to this concern. The response amounted to a fairly comprehensive report on the progress of the college since the team visited two and a half years before.

On the particular concern, the college avoided detailed statistics covering faculty work loads. It noted that the full-time teaching staff increased by the appointment of ten members since the team visit and that two part-timers advanced to full-time. The college reported that the number of full-time administrators without teaching assignments had increased and that the teaching assignments of some administrators had decreased. It asserted, however, that it would continue the practice, criticized by Middle States, of using teaching faculty members as administrators. With an endorsement from MILLARD E. GLADFELTER, former president of Temple University and the board's best-known academician, the report said the practice contributed to the uniqueness and strength of Ursinus.

The rest of the report gave a bullish account of progress at Ursinus in the intervening thirty months. It showed this in new buildings and renovations, enrichment of the curriculum, controlled growth in the Evening School, increases in faculty salaries (average salary, including fringes and other extras, for a full professor in 1969-70: \$15,809), annual off-campus conferences of faculty for reflection and planning, ad hoc increases in faculty travel allowances, doubling of the forum budget, acquisition of video-tape and closed-circuit television, the creation of an advisory promotion and tenure committee (a Middle States recommendation), restructuring of the administration with the appointment of two vice presidents, hiring of a security service, addition of five younger board members and the transfer of three to emeritus status, and the successful completion of the first full-scale fund-raising campaign since the 1920s.

The final paragraphs of the report captured the combination of enthusiastic optimism and thinly disguised defensiveness that characterized the voice of the college as it passed its hundredth birthday and readied itself for a change in the presidency:

"The number of cultural events on campus has increased two-fold [a deliberate centennial-year enhancement]. Intellectual independence of both students and faculty is manifesting itself by a wider interest in guided independent study. Remuneration of faculty has been improved at a greater rate than is average for the institutions of the area whose figures are available to us. Careful thought and planning have been given to providing an orderly transition from President to President. [William S. Pettit would be elected president ten days after this report.]

"Inequities in load assignments have been adjusted. The Academic Council has been changed in structure so as to be representative of all the faculty ranks, and meetings are now held at stated intervals rather than when called.

"We are extremely pleased with the recent progress that Ursinus College has made on all fronts and we are proud to report it. We believe that we are in a far better position than ever before to meet the challenging days ahead. It would give us great pleasure indeed to have members of the team who visited us in February of 1968 to return to the campus to see what has taken place in less than three years."

5 March 1971 The BOARD OF DIRECTORS received a request from faculty members to put two faculty representatives on the board. The faculty had acted just two days before on a resolution offered by the Ursinus chapter of the American Association of University Professors. Its action included direction to the secretary of the faculty to forward the resolution to the

secretary of the board. When he advanced the request to the board without his endorsement, President Pettit called the request a manifestation of "the participation explosion." The board referred the matter to its nominating committee for review after several members spoke against it. They argued, among other things, that the board should hold in confidence any financial information on faculty members and that the presence of a faculty member would undermine the president's role as faculty representative to the board. The nominating committee at the next board meeting (*14 May 1971*) recommended against the faculty request.

Some board members may have thought that the request was an isolated show of dissatisfaction with the governance of the college by a few faculty members. The refusal of the board to act, however, did not lay the matter to rest among faculty. When the faculty's "letter of concerns" appeared on *17 October 1975*, faculty representation on the board surfaced as one of the demands. Even after the board again rebuffed the recommendation, some faculty members kept the hope alive for years. The exclusion of faculty from the board symbolized for them an injustice, especially to those faculty who also were alumni of the college. They argued that the prohibition against board service disenfranchised alumni who happened to be faculty members.

13 May 1971 RHEA DURYEA JOHNSON, '08, the first woman ever to serve on the board, died. She served from 1926 to 1969 and was a founder of the Ursinus Women's Club. Duryea Hall perpetuates her family name on campus. Her father was the inventor of an early automobile. A printed card in the college archives shows the silhouette of a young girl riding a sled behind a primitive-looking motor vehicle. In the accompanying poem, we learn that this is Rhea on a merry ride, courtesy of her inventor-father. Mrs. Johnson made a hobby of collecting salt and pepper sets through much of her life. She gave her collection to the college late in her life. The college sold it at auction years later, but the inventory still exists in the archive of the college.

3 January 1972 MABEL PEW MYRIN, board member and generous benefactor, died. She was the daughter of the founder of Sun Oil Company, Joseph Pew. Her brother, J. Howard Pew, dominated the business and the family's philanthropy for many years. Each one of the Pew children--J. Howard, Mabel, and Miss Ethel--pursued their particular charitable interests. Ursinus was one of the entities fortunate to come into Mrs. Myrin's orbit. Her support, with gifts from her own fortune and those she obtained from the Glenmede Trust Company, the family's charitable foundation, facilitated many improvements at the college during the Helfferich administration. Her support culminated in the library built in memory of her late husband, Alarik. President Pettit eulogized her at the *3 March 1972* meeting of the board of directors.

3 March 1972 MABEL PEW MYRIN, who died *3 January 1972*, was eulogized by President Pettit at the board meeting. As the founder, with her husband Alarik Myrin, of the nearby Kimberton Farm School, based on the educational philosophy of Rudolph Steiner (the Waldorf method), she demonstrated an abiding interest in the education of young people. President Helfferich over many years had cultivated a relationship with Mrs. Myrin. He built it on her wide-ranging interest in education at both the basic and the collegiate levels.

After Pettit became president in 1970, he augmented Helfferich's continued attention to her in his role of chancellor. For some years, Professor John Heilemann taught at Kimberton. Reid Watson, '51, and other alumni taught there. These Ursinus connections enriched the relationship with Mrs. Myrin as well as with the school. Mrs. Myrin joined the Ursinus board in

1964. Helfferich conferred an honorary degree on her at commencement in 1970. He good-humoredly accentuated her independence and adventurousness by recounting her prowess behind the bars of a motorcycle.

In remembering Mrs. Myrin, Pettit at the board meeting told a touching story of her final acts for Ursinus. Pettit had written asking her if she would endorse his notion of recommending to the board that it name the new health and physical education facility in honor of DONALD L. HELFFERICH. In his enterprising way, Pettit also asked whether she would want to "help with a substantial tribute" to help pay for the facility. Mrs. Myrin's response, her last to Ursinus, was characteristically generous in more senses than one: *"Naming the new building for Dr. Helfferich seems to me like a very brilliant idea....[He] has done so much for the College over so many years that he deserves all the recognition we can give him. I have asked to have \$100,000 in Sun stock sent to you for the gym and swimming pool which you should receive within a few days."*

3 March 1972 The board of directors elected ALEXANDER LEWIS, '38, as a new member. He was a research chemist with a doctorate from the University of Illinois, a former student of President Pettit. He had a long career in the oil industry. At the time of his election, he was senior vice president of Gulf Oil Corporation in Pittsburgh. As such, he was responsible for corporate philanthropy. He made sure that Ursinus received support from the corporate foundation. Gulf established a loan fund for students in need.

Lewis was not the only fellow chemist that Pettit recruited for the board. He soon also invited RALPH CONNOR to serve. Connor, also a Ph.D. in chemistry, had taught chemistry at the college level and then, like Lewis, became an industrial chemist. He was vice president and chairman of the executive committee at Rohm & Haas Corporation in Philadelphia when he joined the Ursinus board. ROBERT B. ANDERSON, of Sun Corporation, who also came aboard in 1972, (see *12 May 1972* below) as an engineer in a petrochemical company, augmented the perspective brought by Connor and Lewis.

Pettit doubtless felt compatible with such new board members. He could turn to them comfortably for guidance and support. They shared a common language as scientists. More important at the time, Pettit could take reassurance from them that the hard center of American life was holding firm while social, economic, and educational troubles mounted in the aftermath of the revolutionary 1960s. Their hard-headed sense of reality, conservative social and political orientation, and upright leadership roles reinforced the stance Pettit felt he had to take to keep Ursinus stable in the face of the troubles. A "chemistry" among these and other board members sustained Pettit.

3 March 1972 The board of directors approved the sale of a parcel of property of more than 50 acres owned by the PENNSYLVANIA FOLKLIFE SOCIETY on Route 30, east of Lancaster. The founder of the Society, professor Shoemaker of Franklin & Marshall College, originally intended the property to be a center for the preservation and celebration of Pennsylvania Dutch culture. The barn and house of the old farm still stood. In Shoemaker's vision, it would house a museum. Ursinus gained ownership of the Pennsylvania Folklife Society--including the property--in 1969 in a bankruptcy proceeding. Attorney for the Society, Mark Eaby, planned to continue operating the folk festival of the Society at Kutztown under an operating agreement with the new owner, Ursinus. By 1972, it became evident that the Route 30 property would not fit into the operating plans. Both Eaby and the college abandoned the original idea of creating a

cultural center there. The Pennsylvania Folklife Society was a separate 501(c)3 charitable, non-profit corporation, wholly owned by the college. Ownership of the property moved to the books of the college, which then put it up for sale. The sale approved on this date was for \$800,000 over a period of eight years. The buyer had problems that brought the property back into college ownership. The college finally sold it for \$700,000 years later, with Eaby acting as sales agent.

12 May 1972 ROBERT B. ANDERSON, Director of Systems and Computers at Sun Oil Company, a member of the extended Pew family, joined the board of directors to represent the interest of the Glenmede Trust Company. Mrs. Myrin, before she died in January 1972, had designated Mr. Anderson for this role. He later became president of Sun Gas and moved to Dallas, Texas. His daughter, Kit, attended the college. He served on the board until 1992. Throughout his administration, Pettit maintained a strong relationship with Glenmede. He was a contemporary at the University of Pennsylvania of Allyn Bell, who became the chief administrator for the Pew family charities. Anderson's presence on the Ursinus board helped assure Pettit of a hearing when he requested funds.

10 May 1974 The BOARD OF DIRECTORS disapproved a request for FACULTY AND STUDENT REPRESENTATION on the board. The board had received a request on *5 March 1971* for faculty representation from faculty members; after committee review, it had denied that request at its next board meeting. This new request came not from faculty but from the student government leadership. It sought one seat each with vote for one faculty member and one student. If there was collaboration on this request between students and faculty members, it does not show up in the record.

5 June 1975 Faculty elected three colleagues to a committee to review the FACULTY HANDBOOK, consult with the administration, and recommend changes. The ad hoc committee was made up of Gayle Byerly of English, Ronald E. Hess of chemistry, and Eugene H. Miller of political science. This action by the whole faculty came as a vote on a recommendation from the academic council.

The action in creating the committee moved the initiative for handbook change from the hands of the administration to those of the faculty. This unprecedented shift in authority attracted little formal notice at the time.

The faculty ad hoc committee rewrote many provisions in the document and changed the tone of the document to reflect greater self-governance by the faculty. Some of the recommendations laid the groundwork for expanding resources for professional development of faculty members. The faculty approved revisions recommended by the ad hoc committee at a special *13 February 1976* meeting. It then referred the changes to the board of directors, with the president acting as go-between.

On *14 May 1976*, on recommendation of its government and instruction committee, the board of directors accepted many of the revisions ("enrichments and supplements"). It reserved approval on a number of items that would have revised college governance further than the board wanted to go.

The board's approval of the new handbook, even with the reservations, moved the college a significant step toward a more collegial culture. It drew new boundaries around the management authority of the president and administration. The board did not agree, however, to a grievance procedure that would take complaints beyond the level of its government and

instruction committee. It also resisted references to AAUP policies and disagreed with some specific provisions surrounding tenure, sabbaticals, and outside employment.

17 October 1975 President Pettit and board members received a LETTER OF CONCERNS about governance and finances, dated *7 October 1975*, signed by 37 members of the faculty.

The faculty letter pointed to a set of issues and called for immediate remedial action. The particular issues: (1) "...drastic and imaginative action must be taken to improve basic faculty salaries if Ursinus College is to maintain its academic excellence." (2) The Century II Program "has not fulfilled one of its goals--namely, the improvement of faculty salaries." (3) Faculty should "participate in decisions as to the allocation of financial resources, according to AAUP guidelines." (4) A grievance committee should be formed. (5) Faculty should sit on the board. (6) The expertise of faculty should be utilized in making administrative decisions.

By plan or coincidence, the letter came to Pettit's desk on the same day he had scheduled a special faculty meeting. He planned to announce the method of allocating and distributing special salary adjustments, provisionally approved the previous spring. The supplements by grade would range from \$100 to \$400; full professors would get the least and instructors the most. By the time he delivered the news about salary supplements at the meeting, the faculty knew that the letter of concerns was on his desk.

The letter initiated a series of responses to the faculty by Pettit and the board. At the regular faculty meeting on *5 November 1975*, the president formally acknowledged the letter and promised a substantive response by the next faculty meeting on *3 December 1975*. In his promised statement he reminded the faculty he had already acted to improve salaries. He announced the creation of a new three-member faculty advisory committee on college priorities. A faculty member would now join the investment committee. Faculty members were to form ad hoc advisory councils on admissions and fund-raising. A faculty-elected "committee of five" received an invitation to meet with an ad hoc committee of the board to work with faculty and students. When they met on *17 February 1976*, there was quick agreement on the need for sustained improvement of salaries whenever the finances of the college permitted, but not on much else.

While processing the faculty letter of concerns, the president and board were also processing petitions from the Ursinus Student Government Association and an ad hoc group of students. Students wanted to revise the rules on student rights, with a focus on dormitory visitation. They also wanted to establish direct lines of communication with the board.

The same ad hoc board committee met with a student delegation on *23 February 1976*, with little agreement on the issues. PAUL I. GUEST, '38, chairman of the board committee, took that occasion, according to the *Weekly* (26 Feb 1976), to reassert the conservative philosophic temper of the college. Guest told the students that Ursinus was responsible "*for the education of the student's total life--academically, socially and morally.*" He and other board members "*stressed that any relaxation of present policies...would be inconsistent with the philosophical foundation of Ursinus College. In particular, Mr. Guest emphasized that the forces of alcohol and extra-curricular sexual activity are detrimental to the family unit; consequently Ursinus has a responsibility to prevent such abuses.*" Guest reportedly encouraged the students to join with the board in upholding its standards of behavior "*so as to perpetuate the college as a 'force for good.'*" The board's adoption in principle of D. L. Helfferich's 1970 speech on the philosophic temper of Ursinus continued to exert its influence.

The start of a search for a new president to succeed Pettit eclipsed the board committee's

discussions with faculty and students. At the *5 March 1976* board meeting, he announced his wish to retire from office by *1 November 1976*. The board committee to work with faculty and students submitted a final report at the end of the 1975-76 academic year. It was a diplomatic gesture that reaffirmed the board's concern about the need for better salaries and reached out to faculty in good will. At the same time it gave its support to the president's plan for involving faculty in governance and pointed hopefully to the board's intention to mount another fund-raising campaign.

29 October 1975 A representative of the American Association of University Professors spoke on campus about the unionization of faculty. The appearance of Professor James D. Stasheff of Temple University on the heels of the "letter of concerns" aroused concern among administrators and board members that unionization was a goal of the "committee of five." Faculty members had been talking about unionization while meeting over coffee in the basement of the newly renovated Bomberger Hall. Morning gatherings were well attended by faculty from Pfahler Hall as well as Bomberger. Stasheff's report that unionization had improved relationships at Temple might have fueled the desire of some Ursinus faculty to unionize. However, no call for a collective bargaining vote ever surfaced.

14 November 1975 MARILYN L. STEINBRIGHT attended the first board meeting in her long tenure as a member. Her late father, Harold Steinbright, had been first vice president of the Ursinus board. A graduate of Drexel Institute of Technology, he came to the Ursinus board through his membership in the Evangelical & Reformed Church. President Pettit persuaded Marilyn that serving on the Ursinus board would be a way of honoring the memory of her father. The inheritance she and her mother received from Mr. Steinbright became in the mid-1960s the ARCADIA FOUNDATION, whose assets over the years grew to more \$40 million. Marilyn's new membership on the college board set the stage for a long and generous record of giving, which would add up to millions of dollars by the 1990s.

14 May 1976 The board, on recommendation of its government and instruction committee, accepted many of the revisions ("enrichments and supplements") to the FACULTY HANDBOOK proposed by the faculty. It reserved approval on a number of items that would have revised college governance further than the board wanted to go.

On *13 February 1976*, the faculty had met in special session to act on recommendations made by its ad hoc committee to revise the faculty handbook, subject to the approval of the board. The faculty committee had rewritten many provisions and changed the tone of the document to reflect greater self-governance by the faculty. It came into being on *5 June 1975*, when the faculty elected three colleagues to review the handbook, consult with the administration, and recommend changes. The action in creating the committee moved the initiative for revising the handbook. It had been largely the responsibility of the administration. Now the faculty assumed new ownership of the process.

The board's approval of the new handbook, even with the reservations, moved the college a significant step toward a more collegial culture. It drew new boundaries around the management authority of the president and administration. The board did not agree, however, to a grievance procedure that would have taken complaints beyond the level of its own government and instruction committee. It also resisted references to AAUP policies and disagreed with some specific provisions surrounding tenure, sabbaticals, and outside employment.

14 May 1976 JOHN C. SHETLER and L. G. LEE THOMAS joined the board of directors. Shetler was the conference minister of the Pennsylvania Southeast Conference of the United Church of Christ. The conference rented its offices from the college at 620 Main Street, the former home of Paul Levensgood, '35. Shetler actively served the college until he accepted an offer to be a life member of the board in 1996. He was especially helpful to presidents and the board in relating the college's historical origins and relationships to the contemporary operation of the college. He had a practicing theologian's understanding of the first Ursinus president's success and failure in establishing a religious position within the German Reformed church. He helped keep the college's church connections meaningful in a time of change. Compulsory chapel and other traditional forms of church-related college education were disappearing. Many similar colleges, such as Franklin & Marshall College, were distancing themselves from their traditional church ties. With Shetler's counsel, Ursinus continued to take meaning from its church origins while modifying programs in response to current needs. President Pettit consistently put UCC figures front and center in the formal life of the college.

Thomas was a classic of the American entrepreneurial type from the earlier part of the century. He had been president of a family company that manufactured pumps. With origins in the Midwest, he had moved to Philadelphia's Main Line, where he became acquainted socially with Donald L. Helfferich. Though already retired, he was an intellectually curious investor and energetic trustee. He regularly brought advice on fund-raising and investments. He suggested new candidates for board membership and identified potential financial supporters. He and his wife contributed generously to the college, and she continued to be a friend of the college after his death. Ursinus dedicated the renovated life science building in memory of Thomas and his family in 1991.

(2) The Administration

25 September 1970 The board elected WILLIAM S. PETTIT as the new president at a special meeting, effective *1 November 1970*.

Pettit joined the Ursinus faculty in 1933 as an instructor in chemistry. He became assistant professor in 1938 and professor in 1944. He was assistant registrar from 1948 to 1952 and dean of admissions from 1952 to 1954, when he became dean of the college. In 1969, President Helfferich added the title of vice president for academic affairs to his title of academic dean. He taught organic chemistry throughout his career before becoming president. He established himself as one of the legendary teachers who performed in the large lecture room of Pfahler Hall. (*"Some loved his course, some hated it, but all remembered the terror of his unannounced tests,"* a graduate remembered many years after taking the course.) Pettit was a native of Burlington, New Jersey, where he was born 19 March 1909. He was graduated from Burlington High School and earned the bachelor's and master's degrees in chemistry at the University of Pennsylvania. He received the honorary degree of doctor of science (Sc.D) from Ursinus in 1969. He was a member of Alpha Chi Omega, the national chemistry society; Society of Sigma Xi; American Chemical Society. He was past president of the Norristown Chemists Club. He was active in associations of collegiate registrars, admissions officers, deans, and advisors of men. Pettit was active in charitable and civic affairs in Montgomery County and was a member of St. James Protestant Episcopal Church, Evansburg, PA. He was married to Marion Burgstresser and father of a daughter, Isabelle.

The other items on the agenda of that unusual meeting, together with Pettit's election, point to some of the matters that would dominate his six years in office, from 1 November 1970 to 1 November 1976:

(a) The board approved a STUDENT "BILL OF RIGHTS", which drew lines of freedom and limitation on student political activities. Its official title was URSINUS COLLEGE STUDENT FREEDOMS AND RESPONSIBILITIES. Students reacted to the final document with reserve, and USGA leaders were looking to other agendas by then. Students almost instantly forgot the statement, probably because they perceived that it made little difference in their life on campus. Given the expert legal professionals on the board of directors, bargaining over documents such as this usually saw students failing to gain their objectives in full. The administration and board usually sought to conserve the status quo. They would buy time, watch student leadership grow tired and move on, and then close on issues with little fanfare and with little substantively changed in the policies of the college.

(b) It also received reports from Millard Gladfelter and Paul I. Guest, '38, on conversations with students about their expectations for changes in student life policy.

(c) It learned of the signing of a contract for the construction of a new health and physical education facility with Wm. C. Ehret Contractors; groundbreaking was to take place the following day. The building cost was \$3, 449, 307.

(d) The board received a glowing report on fund-raising from Paul I. Guest, '38, chairman of the All-Ursinus Anniversary Drive. Guest said the campaign had reached its goal of \$2.9 million. He also reported on the borrowing of \$4.4 million in capital funds for facility improvement from the Pennsylvania Higher Education Facilities Authority and the successful application for a federal interest subsidy grant to help pay for the loan. Of the combined gifts and loan funds thus obtained, Guest said to his fellow board members: "*[They] should be adequate to accommodate all reasonable need for physical facilities at Ursinus College for at least the next ten years. You are justified in claiming credit for lifting Ursinus College to the plateau it now occupies.*"

(e) William F. Heefner, '42, chairman of the board's newly created ad hoc academic development committee, reported on his discussions with faculty members and his scheduled discussions with student leaders. These discussions were laying the groundwork for the next development initiative that would span most of Pettit's administration, the CENTURY II PROGRAM. Faculty criticisms of the program five years later would become a significant problem.

22 October 1970 A senior faculty member, soon to retire, printed a letter critical of the presidential selection process. DONALD G. BAKER, professor of classical languages, sent a letter to the *Weekly*. He referred to what he thought was "*the callous indifference to student and faculty opinion in the selection of a new president.*" Baker thus lived up to his reputation as an outspoken critic on the faculty. Formally, the board had brought a faculty committee in for consultation. The members were ROGER P. STAIGER, '43, of chemistry, GEOFFREY DOLMAN of English and Admissions, and CALVIN D. YOST, JR., '30, of English and the library. The committee had written a set of criteria for a new president. Although they did not apply in all cases to Pettit, the faculty group in the end endorsed his selection. They added the proviso that the board should continue looking for a younger person. Despite this faculty participation, Baker's forthright if awkward public statement probably caught the quiet sentiments of some other colleagues.

Students who were unhappy with the selection process or the outcome understood that they had potential allies among the faculty. They knew too that student attitudes toward the faculty would not permit the kind of student-faculty entente that they saw forming on university campuses and at some colleges.

One of the more perceptive student observers was "the kitchen cynic," JANE SIEGEL, '72. Her acerbic and literate commentary on the campus scene helped disturb the peace but also at times threw some light on the way things were. In her *29 October 1970* column, Siegel told students of the untapped energy of the faculty in the struggle for change. "*The faculty represents the largest untapped source of unappreciated support on this campus,*" she wrote. "*In many ways the faculty's situation looks grimmer than ours....We, the students, have a student leader to complain to. They, the faculty, have an administrator as their leader. With things that hairy, paranoia becomes violently contagious....So, an operative union of students and faculty is logical if students would ever care to reorder certain priorities. They [faculty] don't want to decide our curfews any more than we want to name and number their courses....A mutual admiration society seems to be in order.*" Cynic Siegel, however, did not think Ursinus students could narrow the gap between themselves and their classroom mentors in the interest of institutional change: "*Say the word 'faculty' to most students and they'd just as soon walk into a wall as enlist their help.*"

The underlying attitude of those faculty who shared Baker's viewpoint remained muted for the time being. As the Pettit administration evolved and their concerns grew, it gradually gained voice, until in 1975 it surfaced as a formal protest lodged with the board of directors.

31 October 1970 In his final report to the board, PRESIDENT DONALD L. HELFFERICH expressed his sense of what he had gone through as a president and also what he proposed doing when he left office.

"Ideas and plans did not work," he said, reflecting on the past dozen years, "unless I worked. The things we want to happen we must make happen, because all odds are against timely miracles." When one assessed the accomplishments of his administration, particularly in terms of physical plant improvement, it seemed that he indeed had worked a miracle. Moreover, the momentum of his efforts at campus building would carry on into the next administration. Those familiar with his high profile on campus had a hard time imagining him in a different position in the future. However, his report tried to reassure them--and perhaps himself--that he could play a different role as a new person stepped into the president's chair. He wrote a self-deprecating little verse as follows:

*And so to retreat--perchance to dream;
I'm still running little errands for the faculty and dean.*

In that same report, Helfferich said that he moved comfortably out of office--"to the cryptic bench marked Chancellor"--because the president's chair was being filled "by the best man available to successfully complete the second step of the Ten-Year Development Program." WILLIAM S. PETTIT succeeded Helfferich on 1 November 1970.

13 November 1970 At its fall meeting, the BOARD OF DIRECTORS elected President Pettit a member of the board. Paul Guest gave him a gold centennial medallion and told him that the board elected him unanimously, "evidence that the Board was in back of him."

The board also formally approved the election of RICHARD G. BOZORTH as academic dean to replace newly elected President Pettit and of JAMES P. CRAFT, JR, as assistant dean in place of Bozorth.

THEODORE R. SCHWALM, president of the board, commented on the outgoing president and the new president: *"I wish to pay tribute to Dr. Helfferich....I also wish to pay tribute to Dr. Pettit because he is falling into a position that is very difficult because of the illustrious leadership we had before."* Schwalm captured a tension in his double-edged compliment that remained throughout Pettit's administration, during which Helfferich played the unique role of chancellor. Mutual respect between these veteran comrades in college administration and their overriding loyalty to the aims of the institution converted the tension into a positive force for the good of the institution.

For instance, when faculty criticism of Pettit surfaced, Helfferich sought a hearing at a luncheon meeting of the Pariahs, a group of mostly veteran faculty. His mission was to lubricate the communication line between faculty and president. Helfferich drew upon old relationships and respect for his position to improve the climate.

(According to a Pariah member, when Helfferich's first visit or two appeared to be helpful, he asked if he could hold regular membership in the group. The secret vote did not lead to a positive outcome. The Pariahs came into being when Helfferich, as president, banned faculty from meeting in the back room of the college kitchen, then managed by chief steward Joe Lynch. Cast out by their leader, they found other places to chat. Helfferich might have guessed that founding members of the Pariahs would have seen a certain contradiction if he were to become one of them.)

15 November 1970 WILLIAM S. PETTIT symbolically assumed the presidency at the FOUNDERS' DAY convocation. In his inaugural address, Pettit acknowledged the duress under which college presidents were serving in that year of continuing unrest on campuses. He took forthright vows to do his best and to continue being the person the campus knew well from his long years of service, longer than any faculty member save one.

"The devil one knows is better than the devil he doesn't know," Pettit said to the faculty, quoting his grandfather. *"I hope that this humble aphorism gives you comfort....Even if it were my wish I could have no secrets from you. Although I regret the validity of the charge, you can consider me to be predictable, even in my unpredictability. We do know how to adjust to each other. Even those of you who have forever eschewed chemistry are pretty good at writing equations for a reaction with me. Both bane and blessing accompany this familial state in which we find ourselves. I have long been one of you and I hope that our future will be marked with continued cooperation, confidence, understanding, and good will. I want it that way."*

5 March 1971 The BOARD OF DIRECTORS established an emergency management plan in case President Pettit became incapacitated. The board authorized chancellor Helfferich and vice president Richter to carry on the duties of the president in his stead. Fortunately, owing to Pettit's strong constitution, the college never had to activate this plan.

1 November 1972 (approximate) President Pettit's fall message to alumni emphasized that the college was newly poised to "develop wisdom" in students. He pointed to the comprehensiveness of physical plant additions and improvements as a backdrop for the task of the 1970s. He observed "changing student attitudes" (the waning of the anger of the late 1960s).

He defined the role of faculty in this promising setting to be more ambitious than that of providing the fundamentals of undergraduate learning. They had a "larger charge" to help students develop "goodness and maturity" while they conveyed those fundamentals.

This may have sounded like an old theme at a college founded on Christian principles. It rang a timely note, however, as the president sought to identify distinctiveness for Ursinus in the uncertain conditions of the emerging decade. While most faculty might embrace the goal, the means to achieving it would become more problematic. Faculty would become increasingly concerned about their economic welfare. Students, although less angry than those of recent years, would carry forward the push of the late 1960s for greater control of their social life and even their academic life.

Pettit expanded on the theme of morals and ethics in a subsequent publication that fall: *"The private, independent college must increasingly assume some of the basic responsibilities that earlier were associated with the home, the church and the school. As these institutions...abandon the roles that we have come to expect of them, of moral preceptor, of instructor in patriotic tradition and exemplar of well-bred demeanor, those of who believe in the Fatherhood of God, the brotherhood of man, the love of country and the importance of courteous and civil behavior must discover new and acceptable means of stating our beliefs and setting an example in a way convincing to those who come under our charge for instruction."*

In issuing this presidential call, Pettit would have been mindful of the board's adoption of a policy statement on the conservative philosophic temper of Ursinus. Helfferich had delivered it at the centennial dinner in January 1970, and the board adopted it as policy in May 1970. It functioned as a prologue for the new administration. It was sometimes hard for some newer faculty to understand the position of the college on student social rules. In such a statement as this, Pettit offered them an explanation. The themes of "well-bred demeanor" and "courteous and civil behavior" connected a high-minded conservative vision of liberal education with the nitty-gritty issues of student life in the dorms.

1 February 1973 President Pettit asked alumni to help ward off a "DEPRESSION IN HIGHER EDUCATION." His memo in the Ursinus magazine pointed to his pervasive concern about the external conditions in higher education and the economy. He differentiated Ursinus from colleges that were suffering from the hard times. Then he urged alumni to help the college avoid mediocrity, which would lead Ursinus to "the downward slide to extinction." He highlighted the importance of alumni help in recruiting exceptional young people for the college. They would be the keys to remaining above average as an institution.

2 October 1973 EUGENE H. MILLER, '33, of political science announced to faculty colleagues that the new FACULTY LOUNGE in renovated Bomberger Hall was for one and all. The new lounge in the basement became a common meeting ground for a number of faculty whose offices were in Bomberger and elsewhere. A contingent from Pfahler Hall would trek across campus between classes for a friendly coffee break with Miller and others now reinstalled in their renovated old haunt. It was here that their shared discontent over salaries and governance strengthened a bond. Here they girded their resolve to act and later showed around the draft of the *17 October 1975* "letter of concerns" addressed to the board of directors.

30 August 1975 President Pettit hinted at the personal discomfort caused by growing PUBLIC PRESSURE on his decision-making responsibilities. Writing in the Ursinus *Bulletin*, he said,

"Sometimes a President in self-pity envisions himself a pawn, as in a game of chess where of any sixteen pieces he is of lowest rank. Someone is always telling him where to go or what to do." Always disposed to stand tough, he added, *"But seldom does he go and infrequently does he do as told."* He went on to praise the faculty's role in achieving the mission of the college. Leaders of the faculty by this time, however, were already preparing to write a "letter of concerns" about the flow of events at the college.

5 March 1976 President Pettit announced to the board his intention to retire from office by *November 1976*. He alluded to his approaching birthday, the normal faculty retirement age. He said that he wanted to end his full-time duties at approximately that age and permit a younger person to bring new ideas and new vitality to the position.

Pettit's announcement followed his report on the considerable progress he and faculty were making toward goals he laid out in December. They had been responses to the faculty letter of concerns of *17 October 1975*. At the meeting were a faculty member and a student guest, attending in the spirit of greater involvement in governance discussions. Pettit reported on the appointment of economics professor HARRY SYMONS to the campus investment committee and on the formation of a faculty advisory priorities committee. Three persons had been elected--JOHN D. PILGRIM of economics, GEORGE STOREY of English, and BLANCHE B. SCHULTZ, '41, of mathematics. Pettit spoke of advocating a hefty tuition increase to improve the income stream on which improved faculty salaries depended. After months of intense give-and-take on governance and salary issues among faculty, board, and administration, his report, capped by his retirement announcement, pointed to a kind of closure, or, at least, to an orderly process of transition.

During his six years at the helm, Pettit guided the fortunes of the college through a vexing period. There were no models to follow as the economy went into double-digit inflation. He drew upon the best wisdom he could find to weather the problems. His unquestioning commitment to the board's "conservative" policy demonstrated his own commitment to principle, although it made him less flexible when compelled to deal with student and faculty pressures. The pressures of the external environment brought to him not only inflation but also a new competitiveness in the student marketplace as the nation's youth moved beyond the anger of the late 1960s. The faculty, invigorated by new blood, and aroused by the economic dilemma, reached out for a new role in governance. Pettit designed a response to concerns that allowed him, the board, and the faculty to preserve stability and authority while acknowledging the seriousness of the problems. Meanwhile, he expanded the fund-raising potential of the college and completed the ambitious campus master plan begun in the previous administration. With a lifetime of teaching and administering at Ursinus behind him, he spoke for the institution with intimacy and devotion to its mission. He timed his announcement to depart office in order to give maximum advantage to a successor and to reinforce the stability and continuity of the college in a difficult time. One activist faculty member said, *"I may have disagreed with him, but I never doubted that he put the interest of the college above everything else in whatever he did as president."*

Board president THEODORE R. SCHWALM commended Pettit's service: *"The Board is deeply grateful for the leadership President Pettit gave to Ursinus during one of the most difficult eras in American higher education. The quality of the educational process improved and the financial position of the college remained secure under the direction of President Pettit."*

In his final months as president, Pettit played an instrumental role in preparing the

college for the orderly turnover of leadership. His quiet counsel to the person who succeeded him during and after the search process met with gratitude.

Pettit's parting reflections on his 44 years at Ursinus underscored the theme of continuity. *"Continuity at Ursinus is a phenomenon. I realize this when the passage of time almost overwhelms me. In my early years on this campus I talked and dined many times with a member of the first graduating class of 1873. I was employed by the man who was the college's second dean in its history and married by the third one and ultimately became the sixth one. I guess that these facts are important only to me, but it does show how one life can span the history of an institution."*

Pettit at the close of his presidency expressed an emotional attachment to the institution where he spent his entire professional career. He noted his affinity for the Ursinus values of hard work, serious study, and thrift. He spoke of the steady progress of the college since his entry on the scene in 1933 and predicted for it a glowing future.

11 March 1976 Students expressed the desire to have an official part in the SELECTION PROCESS FOR A NEW PRESIDENT. ROBERT SIMON, '77, articulated the widely felt view in a letter to the editor (*Weekly*, 11 March 1976). Simon had been the lead signatory on the student petition letter of 8 November 1975. As a high-achieving chemistry major, he had close ties with his departmental mentors, two of whom were among the faculty leaders who drafted the 17 October 1975 faculty letter of concerns. This student viewpoint reinforced the faculty view that a representative body should search for President Pettit's successor.

Simon based his argument on economics. Students paid tuition and had the right to a voice. He also said that the college had a need to nurture institutional trust and goodwill. The board of directors appointed two students to the advisory committee to search for the new president. One of them, LAWRENCE DALAKER, '78, presented the final recommendation of the committee to the board when it met in special session on 22 May 1976 to make a decision.

17 March 1976 The faculty elected a three-person committee to prepare a set of SPECIFICATIONS FOR THE NEXT PRESIDENT. Elected were Blanche Schultz, '41, Ronald Hess, and John Pilgrim. At the 7 April 1976 faculty meeting, the committee presented for approval a set of six criteria. They referred to "a commitment to the values and purposes of a private liberal education in a changing social and academic environment"; an ability to represent the college with the various constituencies "and act as a mediator of differences between these groups"; an ability to represent the college externally; "superior administrative ability"; "teaching or administrative experience at a college or university." To this set, Richard Fletcher, speaking for the AAUP, presented a motion to assure that "the best possible person be found to fill the position." He therefore proposed that, if the right person were not found by 1 November 1976, "the time for search be extended and if necessary an interim or acting president be chosen" who would not be a candidate for the position. At the same faculty meeting on 7 April, President Pettit invited faculty to elect a colleague to serve on an advisory committee to the board's presidential selection committee. They chose Gayle Byerly of English. The board later appointed Evan S. Snyder, '44, of physics as the second faculty member.

Finally at the 7 April meeting, President Pettit invited faculty members to answer two questions: (1) Are you yourself interested in becoming a candidate for president? (2) Among present faculty members, who is best qualified and would be your first choice for the office? Answers went to the board president in sealed envelopes.

22 May 1976 At a special meeting, the board of directors elected RICHARD P. RICHTER to succeed President Pettit on *1 November 1976*. Richter served under Pettit as vice president for administrative affairs. The meeting took place in the president's dining room of Wismer Hall. Pettit had advised Richter to be on call nearby. An advisory committee with student, faculty, and alumni representatives reported their recommendation to the board members, who then voted. The decision remained an open secret until board president THEODORE R. SCHWALM announced it at commencement on *30 May 1976*.

Pettit was out of town for a portion of the summer after the announcement. During that time, Richter was free to develop his plans for a new administration. Pettit was a gentle adviser when he felt advice would help and a discreet observer of transition plans at all times. Pettit and Richter continued working together as they had during the entire six years. This led to a smooth ending and a well-anticipated beginning for the old and the new administrations.

20 September 1976 President Pettit wrote his final memo to alumni in the *September Bulletin* before leaving office. He expressed gratitude for the chance to serve and for the support given by so many in the community. He gave a generous endorsement to the incoming president and urged alumni to give him their support. An excerpt: *"If I were handed a block of time and a bundle of blue books of the type that for so long ruled my life, I could write the names of 5,000 to 10,000 loyal and friendly supporters of the College who have been, are, and will be the College itself.... Open up the flood gates of your good will, rededicate your zeal, volunteer your support and as long as you live be a functioning part of the vital Ursinus mechanism. I know that your reward will then exceed your effort. Do what you can to gain [the new president's] gratitude as you have gained mine."*

19 November 1976 President Pettit made his final annual report to the board of directors. He forthrightly took credit for the successes of his six-year tenure. He specified the most important financial markers for the board. The annual Loyalty Fund kept growing each year, setting an all-time high of \$209,000 in 1975-76. Total gifts and grants since 1970 totaled \$6.3 million. The federal government's interest subsidy for the gymnasium brought a long-term value of \$2.3 million to the college. The endowment funds grew by \$2.5 million to \$9 million. Total college assets increased by \$ 12.2 million to \$31.5 million.

In departing, Pettit was witty, gracious, and generous. His equanimity in the teeth of the complaints voiced in the preceding year by faculty and students set a confident and determined tone as he handed over authority to a new president.

B. Finances

(1) Finance and Budget

31 October 1970 The board of directors increased TUITION AND FEES for the 1971-72 academic year. Tuition went up from \$1800 to \$1900 for a 5.5% increase. Room and board fees went up from \$1000 to \$1050 for a 5% increase.

As the national economy heated up in the following years and cost of living skyrocketed, the college maintained its relatively modest charges from year to year. Never during the 1970-76 period did it come near the double-digit increases it saw in the cost of materials and supplies,

especially energy. In one year, energy costs went up 70% in spite of economies in operational procedures and a campaign to change behavior. The chart below shows the increases by year through most of the period. The addition of a fee for the College Union in 1972-73 went entirely toward paying the new cost of operating the Union building.

The gap between increases for tuition and fees and for the cost of materials and supplies was significant through the period. Faculty and staff grew unhappy over the shrinkage in the purchasing power of their salaries. Meanwhile, market forces in this period began to affect total enrollment and therefore total income from tuition and fees. Added personnel and activities beefed up the recruiting process and that produced a satisfactory number of new students each year. However, students dropping out caused the total enrollment to be uncertain. This added to budgeting problems. College funds for student financial aid were handed out on a need-only basis; the strategy that developed years later for targeting the "discount" in accordance with institutional priorities had not yet emerged.

YEAR	TUITION	ROOM & BOARD	ACTIVITIES	UNION	TOTAL
1970-71	1800	1000	20	0	2820
1971-72	1900	1050	20	0	2970
1972-73	2050	1100	20		3170
1973-74	2150	1100	20	25	3295
1974-75	2250	1150	20	25	3445

3 March 1971 The faculty recommended that the board of directors approve increases in **FACULTY REIMBURSEMENT** for professional meetings. The recommendation came through an ad hoc committee investigating reimbursement practices at other colleges. It urged the college to eliminate restrictions on payments to non-tenured members. It also recommended that amounts of reimbursement increase until they were equal to those paid at selected sister institutions. Finally, it recommended increases over time to keep pace with inflation.

When the faculty voted to send this recommendation directly to the board, President Pettit, presiding over the meeting, warned that immediate implementation might not be possible. Though unremarked upon at the time, sending a faculty action directly to the board of directors constituted a significant shift in procedure. When the faculty sent a "letter of concerns" to the board on *17 October 1975*, one of the board responses reaffirmed the president's function as the sole conduit between the faculty and the board. On the issue at hand, Pettit put a policy statement before the board on faculty benefits that was "not an attempt to curb activities but to limit unnecessary ones."

19 May 1971 The faculty elected a committee to study **FACULTY SALARY** structure and policies for increments. The proposal originated with the Ursinus chapter of the American Association of University Professors (AAUP). The faculty referred the matter to the standing committee on promotion and tenure, augmented by three others elected by the faculty. (Faculty minutes, 19 May 1971)

The committee reported its findings to the faculty at the *1 December 1971* meeting. F. DONALD ZUCKER, speaking for the committee, made the following observations: (1) Salaries of full professors should be raised to make them competitive with those at similar institutions. (2) Recent increments lagged behind cost-of-living increases. (3) Faculty members who went on leave received no increases and fell behind others in rank. (4) Performance evaluations would be useful to the dean and president in deciding on annual increments. (Faculty minutes, 1 December 1971)

From a faculty point of view, keeping up a study of salaries served to remind the administration and board of the deficiencies in salaries. Faculty feared that the administration was being lax in finding solutions to the vexing problems of the cost-of-living explosion. A year later the faculty's recommendations for salary improvement went before the board, with no effects that satisfied faculty.

12 November 1971 President Pettit reported to the board on worsening FINANCIAL CONDITIONS in Pennsylvania's colleges and universities. A survey for The Pennsylvania Association of Colleges and Universities (PACU) by the consultant, McKinsey & Co., showed that the vast majority of institutions were becoming financially more vulnerable. Pettit was able to give good news for Ursinus: a three-percent federal interest subsidy for the physical education building under construction (to become Helfferich Hall) had recently been secured. He went on, however, to express his concern about the external conditions in higher education. Public disillusionment with colleges in the wake of disruption and violence, cutbacks in government assistance, the likely inroads on private-college enrollment by the new community colleges, weakening demand in admissions, a "grim" placement market for graduates--in these developments Pettit saw rough sailing for Ursinus and sister colleges. However, he was optimistic about Ursinus's chances of remaining among those institutions strong enough to weather the financial conditions emerging in the new decade.

12 November 1971 The college INVESTED \$500,000 of its permanent funds in The Common Fund, a mutual fund supported by the Ford Foundation. Half was committed at the May board meeting and half at the meeting on 12 November. The Ford Foundation started the no-load fund as a service to American colleges and universities. Ursinus's investment management was in the hands of a small campus investment committee, led by chancellor D. L. Helfferich. The movement of a half million dollars to external management was a first step toward professionalizing the college's investment practices. It anticipated the time when Helfferich would no longer be on the scene and the time when the endowment would be larger. The timing of this entry into the Common Fund was unfortunate. The financial distress of the nation was just in the offing and adversely affected the college's investment in the Common Fund. The fault lay in the environment, however, more than in the management practices of the Common Fund.

7 February 1972 President Pettit urged department heads to budget for 1972-73 with economy in mind, owing to added debt service for new buildings and increasing inflation. He cautioned that he would not approve expenditures in the course of the operating year if they had been unanticipated in the approved budget. He stressed that department heads should make their budget by reviewing departmental policies and objectives.

The tightness of funds would continue to mount during the 1970-1976 period. In *April 1972*, the board budget committee approved the budget with the following understanding:

"...because present adverse trends in income and expense are expected to continue, the president will prepare the faculty for the possibility of a moratorium on capital expenditures for next year's budget." The tightness of funds also kept a tight cap on salary increases. In the next couple of years, this became for the faculty a sharper and sharper bone of contention with the administration and board.

3 May 1972 President Pettit told faculty of constraints needed to assure the FINANCIAL SOLVENCY of the college. He anticipated cutbacks in 1972-73 in the number of student self-help workers. He also was forecasting a moratorium on expenditures for faculty travel and for capital equipment. He hoped that the administration could "avoid cutting or freezing faculty salaries." The latter message ran against the grain of faculty sentiments about the rising cost of living.

12 May 1972 FRINGE BENEFITS for faculty and other full-time employees expanded when the college added a total disability insurance program through Teachers Insurance and Annuity Association. Participation was mandatory, with the college paying 50% and the employee 50%.

12 May 1972 Communication from faculty to the board called for SALARY IMPROVEMENTS to meet the rising cost of living. It was based on a resolution at the 5 April 1972 faculty meeting, offered by the loosely organized faculty chapter of the American Association of University Professors (AAUP). The faculty group recommended that salary increments be "sufficient to meet immediately the increased cost of living" and that "faculty salaries be raised as soon as possible to correspond to Category IIB-2 on the national AAUP salary scale."

President Pettit willingly conveyed the message from faculty to board. At the April meeting, however, he had felt obliged to caution the faculty about the financial realities of the college. In light of the faculty's criticism of Pettit's financial priorities later in his administration, his statement to the faculty bears noting, as recorded in the faculty minutes of 5 April 1972: "*The president expressed his sympathy with the resolution and his endorsement of the objective stated in part 2 [to raise salaries to correspond to category IIB-2 on the AAUP salary scale]. But he said he would not favor committing the college to a policy on which it could not deliver, namely, basing salary increments on the cost of living. He explained the precarious situation of private higher education today and the special financial problems of Ursinus, which stem from the indebtedness incurred in the building of the new gymnasium, the necessity for remodeling Bomberger Hall, and the plans for a student union.*"

Neither the board nor the administration disagreed with the faculty's expressed goal to improve salaries. The board had given its general endorsement to improvement in the form of CENTURY II program goals. Faced with the need to present a manageable budget, the administration allotted increased expenditures for salaries in very modest portions, the best it felt it could do. President Pettit continually tried to temper his support for increased salaries with realistic words to the faculty against undue optimism. These cautionary words in the ears of many faculty members came to sound as if Pettit opposed the goal of improving salaries. In time, they came to think that his agreement with them in principle had little practical significance in light of the budgetary limits he felt he had to draw.

17 November 1972 President Pettit publicly reported that the 1971-72 FISCAL YEAR ending

June 30 showed a "miniscule deficit." His report to the board advanced this information as a sign of effective fiscal management, since the college had avoided a budgeted operating deficit of significant magnitude by adroit control of expenses. In fact, the college easily could have eliminated the deficit showing on the books with a sharp accounting pencil. However, the administration judged that a nominal deficit would reflect both the reality of the fiscal climate and the prudence of management. While it did both, it also provided some foundations with an excuse for eliminating Ursinus from their list of eligible grantees. This unintended side effect on fund-raising took some years to live down. Charitable foundations and individual donors increasingly were wary of bailing out colleges with financial woes.

6 December 1972 Faculty members asked whether the CENTURY II program would be adequate to improve FACULTY SALARIES. The query came in response to President Pettit's comments on the general financial condition of the college at the monthly faculty meeting. He had said that the tight money situation would preclude a rise in faculty salaries at the rate of recent years: "The curve must level out," he is reported to have said. H. CONRAD MEYER, speaking for the AAUP group, said, "*We are...faced with a serious administrative problem in obtaining and holding a faculty that can provide the superior education that justifies the continued existence of Ursinus. The Century II program was designed in part to alleviate this problem. The faculty asks to be advised: (1) when income from this program will be made available for the stated purpose. (2) Whether the program requires review or revision if it is to be adequate for the stated purpose.*"

Both Pettit and vice president Richter reacted to the faculty query. Pettit said Century II would not in itself be adequate. Fund drives "*henceforth need to be a permanent and continuous activity of the college.*" Richter, who was the administrator responsible for executing Century II, said that Century II goals originally "*were based on the assumption that the college would move quickly toward an enrollment of 1250--an assumption that has not been realizable. Hence, larger amounts than were anticipated have had to be applied to the operating budget.*" (Faculty minutes, 6 December 1972)

While such explanations rested on fact and made sense to the administrators and the board, they did little to lessen the discontent of hard-pressed faculty members. The faculty continued to look for more money rather than plausible explanations for not receiving it. Their unsatisfied salary expectations reflected a more general concern about the state of the college as the 1970-1976 period advanced.

13 June 1973 The national Cost of Living Council declared a 60-day price freeze to deal with the inflationary economy. It included college tuition, room and board fees in the freeze. However, the freeze ended in August and did not prevent Ursinus from increasing its charges. The freeze dramatized the DIFFICULT FINANCIAL ENVIRONMENT in which the college had to operate.

16 November 1973 President Pettit called for a "supreme effort" to improve FACULTY SALARIES. He declared to the board that faculty were among those most punished by the inflationary economy. He announced a "requirement" for the year ahead--"*a supreme effort to move in the direction of restoring the purchasing power that our faculty members have lost during the recent year or two and additionally to support a substantial number of merit increases in salary. To this end we must direct our careful and thoughtful attention.*"

Pettit's clarity about this need is unmistakable. Yet, he chose words carefully to avoid painting the board and the administration into a corner. The difficult financial environment did not abate in the year ahead, despite small advances made in meeting the goals for faculty support in the CENTURY II program. The president's words did not tell sufficiently on the ears of faculty, and the budget did not yield sufficient room for meaningful salary increases. This led to growing unhappiness in the faculty. It fed a feeling that the board should receive a message directly from the faculty itself. It would take two years for this feeling to result in action.

15 November 1974 The board approved a special SALARY SUPPLEMENT because of the effects of high inflation on purchasing power of faculty and staff. Each full-time employee of the college received \$200, half on *30 November 1974* and half on *31 January 1975*. Each part-time employee received \$100. Some faculty and staff appreciated the good intentions behind this gesture by the board. For others it was too little too late. Moreover, the form of the benefit seemed to some to be patronizing. It thus did little to soften hard feelings that were growing. There was a sense among some that the college was better off financially than it was revealing. They felt that the college could and should pay more to faculty right away.

25 April 1975 President Pettit announced a special BUDGET addition for faculty salary increases in 1975-76 at a special faculty gathering. He told faculty he asked the budget committee to insert a separate but provisional item of \$50,000 for salary increases. The decision to go ahead with the increases or not would be made in November. It would depend on the enrollment outcome, which heavily determined the amount of operating income. The faculty's *17 October 1975* letter of concerns jumped the gun on Pettit's announced timetable for salary decisions. The college did pay supplements in the course of the 1975-76 academic year.

Pettit called the informational 25 April meeting with faculty following approval of the 1975-76 budget by the board budget committee. In addition to his report on the possible salary supplement, he told the faculty that the budget exceeded \$5 million for the first time. He said that the board was budgeting a deficit and that the college had to "make the supreme effort" to pay newly advanced energy costs resulting from the inflationary economy.

The president referred to the downward trend in total enrollment. He asked faculty to help reverse it by identifying new students and encouraging students not to transfer elsewhere. *"Student recruitment isn't in your job description, but it does represent your bread and butter,"* he said. He ended by trying to give some encouragement without making an out-and-out promise of the salary increment at that moment: *"I recognize that you may gain faint consolation from uncertainty. I do want you to know that your situation is sympathetically understood and that there is a will to do something about it."*

1 May 1975 A student columnist criticized the college's emphasis on HOLDING DOWN OPERATING EXPENDITURES. Senior MARILYN HARSCH, '75, the *Weekly's* "obtuse observer," thought that "in this age of consumerism" the emphasis on remaining inexpensive was coming to make the college look "just plain cheap." She pinpointed part-time positions in public relations, the alumni office, the placement office, and maintenance. They should be staffed full-time to make a better outcome, she argued. She also thought the college should target financial aid to strengthen sports teams instead of distributing it even-handedly based on need only. (Her notion of targeting was ahead of its time. Ursinus turned toward "preferential packaging" in the eighties, but, under Division III NCAA rules, athletes could not be among those targeted.)

16 May 1975 The board approved a 1975-76 OPERATING BUDGET showing a half-million dollar deficit. The physical plant director estimated a 70% increase in energy costs for the new budget year and promised to keep looking for operating economies. He would look for help from a newly appointed energy advisory committee. It would work to encourage faculty, students, and staff to become more diligent in conserving energy. The tight budget was making it difficult to hire competent maintenance workers, compounding the effort to achieve savings in the plant operation. A small initial sum was set aside in a contingency fund for plant depreciation, an innovation in budgeting for the college prompted by the higher operating costs brought on by the expansion of the physical plant. Despite the tightness of the moment, this far-seeing approach added strength to the operation for the long-term. President Pettit plugged for better pay for faculty in his state of the college remarks (*"The price of fiscal health is facing reality."*) However, with a half-million dollar deficit, he could not see much room to be generous.

30 June 1975 The 1974-75 fiscal year closed with a small OPERATING DEFICIT of \$7,000. Insignificant as to amount, the deficit symbolized the difficult operating conditions of the time. President Helfferich had focused steadily on restoring fiscal stability to the college through the fifties and sixties; a negative operating result, however small, seemed to some like a backward step--although a bit of bookkeeping manipulation could have erased it.

The college measured the damage of inflation to the operating budget by comparing energy costs. They tripled in a three-year period and threatened to jump from \$160,000 to \$250,000 in 1975-76. HOWARD E. SCHULTZE, director of physical plant, was agile in seeking mechanical and human interventions to contain these costs. A campus-wide energy conservation committee had some success in changing campus behavior. These measures had an effect on costs. Ursinus showed savings in energy costs that many colleges could not match. Nevertheless, these savings were small as a percentage of total expenditures.

8 January 1976 The *Weekly* editorialized in favor of a \$400 TUITION INCREASE for 1976-77. At the time, many students, along with the *Weekly*, were upset over an administration-student clash over a party in Suite 200 of the New Men's Dorm (Reimert Hall). They also knew that faculty, upset in their own right, were petitioning the board for changes in salary and governance. It was a timely moment for students to support the increase proposed by the administration.

The editorialist, RUTH L. von KUMMER, '76, understood--better than some faculty, perhaps--that CENTURY II gifts did not suffice to pay for the increased operating costs and salary improvements necessitated by double-digit inflation. She also saw the need to avoid an operating deficit. Students and their families, said von Kummer, needed to do their fair share to ensure the stability of their college. *"In light of the recent social occurrences at Ursinus, some people may be even more hesitant to support the college. However, it seems hypocritical to damage our educational careers while we fight another struggle, which, to us, is equally significant. It would violate our belief that we have clear and responsible opinions. Instead, our support denotes our importance as a definite part of the college...."* Student leaders always were asking the college to take them seriously as young adults. By showing "adult" support for the tuition increase, von Kummer was hoping that the administration would reciprocate by acknowledging the adulthood of students in their dormitory environment.

17 March 1976 President Pettit reported to the faculty that the priorities committee was drawing up a new forward-looking FACULTY SALARY scale. He made a report on the actual base pay and total compensation figures by rank. Pettit had created the committee, to which faculty elected three members, in response to the *17 October 1975* letter of concerns from the faculty. It created a legitimized venue where faculty could discuss salaries with the administration. Through most of the 1970-76 period, their representations to the president and board on salary needs took the form of floor resolutions from AAUP. Their actions had a confrontational overtone that made it difficult for the administration and faculty to work together on the issue. The changes in structure and process brought by Pettit in the aftermath of the letter of concerns now encouraged a common search for consensus. The priorities committee became an essential tool of administration-faculty cooperation in the next administration.

(2) Financial Development

30 June 1970 The ALL-URSINUS ANNIVERSARY DRIVE, chaired by Paul I. Guest, '38, successfully ended after three years (1967-1970) with \$2.9 million in private funds raised. The drive supported the improvement and expansion of the physical plant. It specifically raised funds for Myrin Library, opened in October 1970, the life science building (later named Thomas Hall in honor of L.G. Lee Thomas, a board member, and his family), opened in September 1970, Helfferich Hall, the physical education facility (1972), and the College Union (1973), housed in the old Alumni Memorial Library building.

1 March 1971 (approximate) President Pettit announced receipt of a \$50,000 gift from the RICHARD KING MELLON FOUNDATION in support of the health and physical education facility, then under construction. R. K. Mellon was one of several foundations from which the college received substantial support in the 1970-1976 period. Pew Memorial Trust provided the most generous support. In early 1972, for example, it gave \$100,000 toward the gymnasium, Mabel Pew Myrin's final deed for the college before her death. Other significant foundation supporters during the period were Haas Community Funds; the Techalloy Foundation, operated by new board member David Schmid; Surdna Foundation; Oxford Foundation, operated by John H. Ware 3rd, who joined the Ursinus board; Arcadia Foundation, operated by the Steinbright family (Marilyn Steinbright joined the board in 1975); Hearst Foundation (the Hearst family was a grateful client of board member Thomas J. Beddow, '36); Kresge Foundation; William T. Morris Foundation; Corson Foundation (Philip and later John E.F. Corson were board members); Gulf Oil Foundation (Alexander Lewis, '38, who joined the board, was president of the foundation).

5 March 1971 The board of directors formally adopted the CENTURY II PROGRAM for academic advancement. An ACADEMIC DEVELOPMENT COMMITTEE of the board, chaired by board member William F. Heefner, '42, led the program. This action completed a transition in fund-raising that began *6 March 1970*, when the board created the academic development committee. Before that, the board had no standing committee for financial development.

Heefner was head of the law firm of Curtin & Heefner, Morrisville, Pa. Vice-chairman was Russell C. Ball, Jr., board member and chairman of the Philadelphia Gear Corporation, King

of Prussia. Reporting for the committee at the *13 November 1970* board meeting, Ball had articulated the shift in focus intended by the new fund-raising program, then still gestating. Ball had said that *"a new program was needed which would fit the quality and capacity of the new physical plant and to find the means to fund that program."*

The program laid out the following goals: endowment for faculty development (salary increases, new recruitment, professional growth), \$2.2 million; endowment for faculty research fund, \$100,000; library acquisitions, \$500,000; educational equipment and programs, \$500,000; endowment for student financial aid, \$2 million; continued capital financing, \$1 million. \$850,000 was credited toward these objectives from gifts raised during the All-Ursinus Anniversary Drive. Net goal of the Program was \$5,450,000. ("Second Phase of Ten-Year Development Plan Announced." *Ursinus Magazine*. Fall 1971, p. 7)

The board raised \$1.8 million in pledges at the start of the campaign and then on *12 November 1971* resolved to go public.

The objectives of CENTURY II were reviewed a month before the board approval by the faculty. The academic council of the faculty approved them in principle at a *2 February 1971* meeting, and the whole faculty affirmed the report at a *10 February 1971* meeting. A public relations "case statement" accompanied the objectives. As the academic council reported, the document "offers some examples of the academic improvements Ursinus envisions if sufficient funds can be raised." The conditional tone is important in view of the fault found by the faculty when CENTURY II failed to meet specific goals. The board and administration in 1971 viewed these goals as hopes and dreams rather than as fixed commitments. When the faculty sent its letter of concerns about the shortfalls in 1975, they perceived hopes and dreams as fixed promises.

14 May 1971 WILLIAM F. HEEFNER, '42, chair of the board academic development committee, gave an analytical report on past fund-raising, the goals of the CENTURY II PROGRAM (which ran until 1975), and the institutional and larger context for fund-raising. In a board meeting, he painted a picture of a strong college seeking to become stronger in an unusual recessionary/inflationary economic climate. He emphasized that Century II was different from the All-Ursinus Anniversary Drive in its focus on teaching and learning resources rather than on plant expansion.

He announced that the committee expected board members to lead the way with their giving. This was a more aggressive in-house approach than any taken in the past. Heefner was considerate but direct in his presentation to fellow board members. This style would carry him ultimately to the presidency of the board. Following are some excerpts from his remarks:

"Those who attended the dedication of the library on May 2 know to what ends a fund-raising program works. Dollars must be raised, to be sure, but they are mainly the instrumentality for making an institution move to new heights."

"We must sell the idea of growth in quality during a time of some adverse economic pressure on private philanthropy."

"Ursinus always has had the courage to be different. Dr. Helfferich and this Board had such courage in enunciating and adopting 'The Philosophic Temperament of Ursinus College' as our ongoing educational view. I am convinced that 'Century II' has a uniqueness that links it to that

wise decision, and a soundness that is consistent with the philosophic temperament of Ursinus."

"We are not seeking to remake a college; we are seeking to make a fine college do even better what it already does very well."

The board on *12 November 1971*, in response to Heefner's recommendation, voted to take Century II to the public. Up to that point, the committee sought funds quietly from board members and other selected donors.

20 June 1972 (approximate) The URSINUS COLLEGE WOMEN'S CLUB extended its long support of the college with a gift in honor of LOIS (HOOK) BROWNBACK, '21. The gift was to furnish a room in the life science building, later named Thomas Hall. Brownback was the widow of HAROLD BROWNBACK, '15, legendary builder of the pre-medical program at Ursinus. He had died in 1951. She was the mainstay of the Women's Club for many years.

The \$10,000 gift was just one of several the club gave in this period. It gave an equal amount for furnishing the lounge in Helfferich Hall in honor of ANNA KNAUER HELFFERICH, '20. She was a friend and contemporary of Lois Brownback and the first lady of Ursinus during the presidency of her husband, Donald L. Helfferich. It gave \$400 to Myrin Library for books on social studies and the humanities in honor of Elmina Brant, for many years secretary of the club.

This spate of gifts from the club capped a history of support for the college dating back to its founding in 1914. Ursinus admitted women students for the first time in 1881, only a dozen years after its founding. Long before the women's liberation movement changed the conventional place of women in the life of the college, the club's presence and selective gifts influenced the development of Ursinus. Its influence runs like a thread through the development of the athletic program for women, women's dormitories, women's scholarships, and other campus needs such as those in the science building and the gymnasium. Although the gifts were modest in size, they commanded the attention of the administration and board. They lent legitimacy to the voice of women in the evolution of the college.

The Women's Club in 1916 hired and paid for an instructor of women's athletics. It sustained the position for a decade before the college incorporated the position in its budget. It set up prizes for outstanding women athletes, thus setting an early course of excellence in athletic achievement for women.

In the 1920s, the club encouraged the college to put a woman on the board and faculty and to appoint a dean of women. RHEA DURYEA JOHNSON, '08, was the first woman on the board. Elected in 1926, she served until 1969 and died *13 May 1971*. The college appointed ELIZABETH WHITE in 1924 as a member of the history department and dean of women. The club worked to obtain the eligibility of Ursinus alumnae for membership in the American Association of University Women (AAUW). These college appointments met prerequisites set up by AAUW. Starting in 1927, Ursinus women became eligible to join AAUW upon their graduation.

Over the years, the club gave small amounts for women's dorm needs--chairs, curtains, carpeting. More significant, in 1930 it gave \$3,700 for architect's plans for a new dormitory. Despite this early show of support, a new women's dormitory would not appear on the campus for another quarter of a century. In addition, the club raised \$8,700 between 1937 and 1947 to pay for the purchase of what became Duryea Hall on Main Street. The building took its name

from that of club founder and board member Rhea Duryea Johnson.

In its later years, before it disbanded in the 1980s, the club established an endowed scholarship fund in memory of its sparkplug of several decades, Lois (Hook) Brownback.

30 June 1972 THE CENTURY II PROGRAM, seeking a net \$5,450,000 over five years (1970-75), raised \$1,1998,075 in 1971-72. Total from July 1, 1970, in gifts and pledges was \$2,757,500. Russell C. Ball, Jr., became corporations committee chairman, to raise \$200,000 for modernizing Pfahler Hall of Science.

Ball, William Heefner, and other fund-raising leaders went on to raise the \$5.45 million for Century II by 1975, but with bumps along the way. On *11 May 1973*, Heefner reported \$3.45 million raised. He told the board, however, that he did not know where the \$2 million balance would come from. By *16 November 1973*, he counted \$3.65 million in the total raised but warned that *"the curve of the giving has turned downward. If this continues, we will not reach the goal."* Prospects became brighter by the time he made his board report on *15 March 1974*. He said the total raised was now \$4.76 million, owing largely to "a long-standing friend" who completed arrangements for a substantial gift. The record does not reveal the identity of the friend. On the strength of this success, Heefner began urging the board to go beyond the original goal because the abnormal rate of inflation made original goals less meaningful. He raised the issue more stridently at the *10 May 1974* board meeting because *"we...would not have dared to project the runaway diminution in purchasing power of the early 70s even had we realized it."* He also began talking about development needs beyond 1975. He did not dwell on the failure of the campaign to meet specific targets for faculty support. This failure would taint the success of the program when faculty specified it in their "letter of concerns" of *17 October 1975*.

7 October 1972 Parents' Committee leaders welcomed fellow parents to the annual PARENTS' DAY. ROBERT SCARBOROUGH, New Jersey developer, and his wife, OLIVE, parents of KEVIN, '73, chaired a volunteer committee made up of fourteen other parent couples, continuing an activity that originated some years before. In his letter of invitation to all parents, President Pettit had stated the objective of the event: *"I believe that your visit will help you understand the relationships the Ursinus student has with other students and with the faculty and administrative staff. You will see something of the life of your son or daughter and you may understand better the spirit and purpose of Ursinus College."*

The committee members met with administrators of the college to air problems and to learn about policies affecting the students. The committee also conducted a "soft-sell" annual fund-raising solicitation by mail. Parents' Day over the years was a product of planning in several administrative offices, dean, dean of women, and development. With the worst days of student unrest in the past, the day in 1972 had a pleasant air. The Scarboroughs were knowledgeable about fraternity life and sports as well as academic life. Kevin was a member of Zeta Chi fraternity and an outstanding wrestler. Like parent leaders before and after them, they carried their volunteer responsibility easily and appeared to enjoy their ability to counsel the college on student affairs. As a public relations and fund-raising device, the Parents' Committee helped sustain the college not only with dollars but also with good will from the people who paid the bills.

The Scarboroughs yielded the leadership of the committee in the following year to Mr. and Mrs. LEONARD F. MARKEL. Markel was an attorney in Norristown, PA. Their daughter, LINDA, '74, was majoring in economics. Mr. Markel said to fellow parents at a meeting on *13*

October 1973: "In our society, performance is a primary determinant of status, so we must educate the coming generation to the limits of their abilities. Ursinus should not hesitate to remain small, thus making a special contribution to American education."

Mr. and Mrs. FRANK RABOLD, parents of JUDITH, '76, followed the Markels as leaders of the parents' group. Rabold was purchasing agent for Bethlehem Steel Corporation in Bethlehem. Like Scarborough and Markel, he brought an external perspective to discussions about college policy with President Pettit. This complemented the views on policy that the administration received from members of the board of directors.

17 November 1972 WILLIAM F. HEEFNER, '42, spoke about the long-range context of the short-term CENTURY II program. At the fall meeting of the board, Heefner, chair of the academic development committee, encouraged members to give long-range gifts in the form of bequests and trusts. He himself over the years would follow that path in giving his financial support to the college. He said, *"This is a lucrative area for the size of gifts Ursinus College will need in the years ahead to meet operating needs and to keep the college academically strong."* Outright gifts were needed immediately, he emphasized; *"yet Century II is but a step along the way in the broad development of this college."*

Heefner was playing the role of educator to the Ursinus board in the lessons of philanthropy. He was one more in a line of individual board members willing to take a lead in fund-raising. The board as a whole, however, had not developed a sense of stewardship equal to that seen at more affluent liberal arts colleges. Nor had the administrative staff yet become professional enough to seek the maximum in new resources current and long-term. Heefner's experience with charitable entities had given him an up-to-date perspective on longer-term philanthropic strategies. This long view was necessary to help instill in the Ursinus board an ongoing sense of responsibility for fund-raising, a willingness to "reach." In the period at hand, however, it probably made Heefner and his board colleagues--as well as the administration--more tolerant than faculty of the specific shortfalls of Century II. From Heefner's point of view, any substantial progress made in raising funds through Century II was a gain in itself. Moreover, he believed that it would lay the groundwork for the next phase. Faculty members, seeing failures to reach targets for the academic program, lacked the longer-term insight into resource development enjoyed by Heefner and some (not all) of his board colleagues.

17 November 1972 The board created a new POOLED INCOME FUND to encourage charitable remainder gifts to the college. The provision followed the rules of the 1969 Tax Reform Act. This allowed donors to receive the maximum charitable deduction while reserving income from the gift for themselves for life. Although it took hold slowly, the fund in the course of years became a valuable tool in the fund-raising strategy of the college.

28 December 1972 The college received payment of a \$100,000 grant from THE KRESGE FOUNDATION to support the renovation of the old library as the COLLEGE UNION. This arrived as the renovation project neared completion. The College Union opened its doors at the beginning of the spring 1973 semester.

1 February 1973 A warning went up from the administration that CENTURY II would bring less advancement than originally expected. An article in the Ursinus magazine by RICHARD P. RICHTER, vice president for administrative affairs, probably received less attention from the

faculty than the administration might have hoped. Richter, echoing warnings expressed by the chair of the campaign and by President Pettit, said, *"When we embarked on CENTURY II, we thought that \$5.45 million would do more to advance the academic program than in fact it will. Continuing inflation and the new 'no-growth' conditions within higher education itself will diminish its effect somewhat. CENTURY II nonetheless is an important step along the broad road of improvement. It is taking Ursinus in the right direction."*

While this was true enough, Richter might have added that CENTURY II was adopted and pursued by the board before sound fund-raising research had been done and before a strong campaign organization had been recruited from willing volunteers. On the positive side, it represented a forward-looking commitment by the board and administration. Their willingness to set up ambitious and comprehensive goals was a kind of affirmation. However naively entered into, CENTURY II indicated that Ursinus was self-confident enough to make big plans and strive to turn them into reality. This was an advance upon the safe parameters of the All-Ursinus Anniversary Drive and very different from the cautious commitments made in previous administrations to goals other than bricks and mortar.

Richter grasped for a literary analogy to characterize CENTURY II: *"Ernest Hemingway taught us to admire grace under pressure. A college conducting a development program in a period when expansionist trends have ceased is rather like one of Hemingway's bullfighters in the arena. Such a college must carry the project forward with confidence, even though the very act of demonstrating confidence involves risk."*

11 May 1973 THE CENTURY II PROGRAM counted \$3.45 million raised toward the \$5.45 million goal. Program chair William F. Heefner, '42, told the board, *"We do not know where the balance of \$2 million will come from."* At the next meeting on 16 November 1973, he again sounded a warning on the rate of gifts coming in: *"The curve of the giving has turned downward. If this continues, we will not reach the goal."* In spite of these warnings, the program did achieve its overall objective by 1975. However, donors designated a disproportionate amount for physical plant projects. That left a shortfall of funds designated for faculty salaries and support.

1 June 1973 Former student workers in the dining room and kitchen set up a SCHOLARSHIP FUND to honor veteran steward JOSEPH LYNCH. Leader of the campaign was DR. JAY A. KERN, '54, former headwaiter. Kern was one of scores of students who, since 1947, came under the "tough love" regimen of Lynch, a former prizefighter and roustabout. Lynch had the ability to communicate with the brightest students and faculty from the "other" perspective of a self-taught Irishman with the wit to survive in a dog-eat-dog world. What his management of the food service lacked in business-school sophistication he made up for in practical wisdom and canny psychology. Alumni such as Kern valued their lessons from Lynch long after they moved into their professional pursuits. Gifts to the scholarship fund expressed their appreciation as Lynch headed into the final period of his service.

11 June 1973 Ursinus received its annual distribution of funds from THE FOUNDATION FOR INDEPENDENT COLLEGES, INC., OF PENNSYLVANIA (FIC). Ursinus was among the private colleges that banded together in 1953 to solicit corporate gifts across the state. In its twentieth year of operation, FIC for the first time raised more than \$1 million. Participating colleges shared the funds on a formula based on student enrollment. This year Ursinus received \$15,771. Over the two decades, its total distribution was \$254,751.

John Halliwell, FIC executive director, mobilized presidents and their development officers for several days of visits each year to corporate offices. Vice president Richter augmented President Pettit's effort in this collective activity. Calling on prospects together with partners from other colleges and with business volunteers, Ursinus participants informally swapped insights on higher education, a benefit over and above the dollars raised. FIC totals leveled off after hitting the \$1 million mark owing to changing patterns in corporate giving. As the College built up its own fund-raising program among corporations and the need for larger gifts to unrestricted income mounted each year, the FIC yield became less consequential after this milestone year. Halliwell retired in the later 1980s. The Association of Independent Colleges and Universities of Pennsylvania absorbed FIC in 1995.

15 November 1974 The CENTURY II program neared its general goal but was falling short of goals to enrich faculty and academic programs. WILLIAM F. HEEFNER, '42, told the board of directors that \$5.1 million was pledged or paid. He gave a long report on the problem of allocating gifts to the subordinate campaign goals. Not enough was raised toward faculty development and student aid, he said. Unprecedented double-digit inflation eroded the purchasing power of the gifts raised. Heefner repeated his call to the board to look beyond 1975. He urged the board to take advantage of the momentum in giving built up by Century II. *"Let us consider forming a small committee on a permanent or semi-permanent basis, to consider the background and the means to move forward properly and then come up with some positive recommendations to the board by the spring meeting on 7 March 1975."* With this recommendation, Heefner finally succeeded in pushing the board toward the creation of a permanent development committee. This would be a prerequisite for later expanding the development staff and increasing the goals for voluntary support.

8 January 1975 President Pettit reported on successes and failures of the plan for raising financial resources at a meeting of the faculty. He said the college would surely attain the \$5.45 million general goal of Century II. He warned that inflation had decreased the value of gifts. He also said that earmarking of gifts for goals other than faculty support would prevent the college from making hoped-for salary improvements. He capped this report by saying that he did not expect the college to achieve its stated goal of increasing enrollment to 1,200-1,250 total students. Instead of increasing, enrollment would be down to about 1,056.

30 June 1975 The five-year CENTURY II fund-raising program ended with \$5,695,879 raised, more than the goal of \$5.4 million announced in 1970. Campaign chairman WILLIAM F. HEEFNER, '42, writing in the September 1975 Ursinus *Bulletin*, asserted that Century II helped sustain quality at Ursinus amid the marked changes of the first half of the seventies--economic inflation, recession, and new public expectations of higher education. He described it as an exercise in institutional reaffirmation by alumni and other supporters of Ursinus. He acknowledged, however, as the president and others already had, that *"because of inflation and other changes unforeseen when the goals of CENTURY II were set in the late 1960s, the program may not have done all that was originally hoped."* (A fuller and franker acknowledgment of Century II's shortcomings came from vice president Richter in a written report to the board and faculty dated 10 October 1975.)

In expressing thanks to all for support of the program, Heefner struck a characteristic note of his long leadership as a board member. He emphasized the continuity of the college and

its need for support beyond 1975. Additionally, he affirmed the importance of alumni support for the academic mission at the core of the college's life. He would set the example as time went on with his gifts to the music program. He had said to the board in his final Century II report on 16 May 1975, *"I have learned once more that one gets more from Ursinus College and good institutions of like nature than one gives, whether that giving represents time, advice, or money."* To his successor at the head of the college's development program, THOMAS J. BEDDOW, '36, he gave a bit of counsel: *"Remember that we and our constituency are conservative by nature, but perhaps less so than we say we are."*

Heefner chaired a second capital campaign in the 1980s, PATTERNS FOR THE FUTURE. His own generous gifts and those from his mother led to the installation of the Heefner Memorial Organ in Bomberger Hall--a memorial to his late father--and the establishment of one of the first academic chairs to be endowed, the Heefner Chair of Music, occupied from its inception to this writing by JOHN H. FRENCH. Heefner became president of the board in 1990 and served until 1997. Seeing Heefner's personal commitment to the college, many donors new and old reaffirmed their belief in the integrity of the college's development plans. They followed his example in their generous giving through the 1980s and 1990s.

1 July 1975 THOMAS J. BEDDOW, '36, became new chair of the board DEVELOPMENT COMMITTEE on completion of the CENTURY II program. Beddow assumed this role in place of WILLIAM F. HEEFNER, '42. Heefner had become chair of the committee--originally called the academic development committee--in 1970 and had led the five-year CENTURY II program. Beddow's mandate would extend from 1975 to 1980. He was a long-time alumni leader on the board, along with contemporaries such as Paul I. Guest, '38 (who chaired the All-Ursinus Anniversary Drive in the late 1960s), and Thomas P. Glassmoyer, '36, a classmate and friend of Beddow.

Through the Century II program, the college established the need for continual fund-raising with board leadership. It now looked to Beddow to solidify the existence of the development committee and to keep giving by all constituencies from slipping back in the aftermath of CENTURY II and the All-Ursinus Anniversary Drive. The emphasis was on "continuity."

Beddow and the development committee now headed all fund-raising activities. JOSEPH H. JONES, '47, an attorney, like Beddow, from the Pennsylvania coal region, was chairing the alumni Loyalty Fund. With staff assistance and other volunteers, Beddow coordinated fund-raising from parents and corporations and foundations as well as alumni. The committee gave new emphasis to giving clubs at \$1,000 and up to raise the sights of regular donors. Along with vice president Richter, FRANK SMITH, director of development, gave Beddow staff support.

10 October 1975 The board and faculty received a staff assessment of the success and failure of the CENTURY II fund-raising program. If Century II exceeded its \$5.4 million five-year general goal, why did faculty members severely criticize it? The assessment, signed by vice president Richter, showed the reason. Toward a goal set in 1970 of \$1.6 million for new endowment funds to support professional faculty development, only \$600,602 was raised. Toward a goal set in 1970 of \$100,000 for faculty research funds, only \$30,000 was raised. Toward a \$281,760 goal set in 1970 for support of library operation, only \$107,443 was raised. The administration tried to counterbalance these shortfalls by designating \$278,401 for "faculty

development (current expense)"--basically an allocation of gifts to the operating budget to support salaries and benefits.

At the same time, several needs that were unspecified in the campaign received significant portions of the campaign funds--capital construction unfinished at the start of Century II (mainly the new gymnasium) and the endowment to support maintenance.

Nearly a half million dollars of "life income plans" or deferred gifts was counted in the \$5.6 million amount raised, unspecified as to end use. Had the college excluded this "planned giving" from the comprehensive total of all voluntary support in the Century II period (1970-75), the board and administration could not have announced that Century II had attained its goal.

Federal loan funds for student aid in the amount of \$371,120 also were counted in the campaign total.

Richter explained that the college first identified the goals of Century II in the long-term planning process set up under President Helfferich in 1967. They were the second phase of a ten-year vision. The college attained the first phase through the All-Ursinus Anniversary Drive, completed in 1969. He pointed to the historical context to explain the failure of Century II to achieve all that it promised:

"In 1967,...Ursinus was riding the wave of growth and confidence that [characterized] higher education in the post-Sputnik era. For the decade ahead, it was reasonable to expect that the nation would continue to prosper, that colleges like Ursinus would continue to enjoy the great confidence and support of private philanthropy and of generous government programs, and that Ursinus in such an environment could order its own priorities as it had never before been able to do.

"In the three years from 1967 to 1970, Ursinus succeeded in raising capital gifts and in otherwise financing the building program that radically improved the campus. The building program was an essential first step that in many minds was long overdue.

"By 1970, however, the climate was changing. Widespread campus unrest was bringing the public to reappraise its heretofore unqualified support of higher education. At the same time, philanthropists, prodded by the mood of protest, began to give greater support to social and civil rights programs and became less committed to the general support of higher educational institutions.

"Despite the shift in philanthropic priorities, and despite ominous economic clouds on the horizon, the development program at Ursinus by 1970 had built up so much momentum that the decision was made to press on into the CENTURY II Program, phase two of our ten-year (1970-1975)....When the economic clouds finally burst, they brought unanticipated increases in operating costs and the end of the great era of growth and confidence in academia."

Richter spoke for the administration and board in claiming that Century II nonetheless was better to have happened than not. It gave momentum and established structure to fund-raising in a new way for Ursinus. It showed the board, alumni, and friends that *"to remain strong, Ursinus must conduct a fund-raising program on a permanent basis, year after year after year. The unrealized hopes of 1967 need not be seen as failure; they can be seen as the agenda for the next step in the ongoing effort to attract voluntary support."*

Richter's statement ended by defining "development" not as fund-raising alone but as the generation of total income through tuition from enrollment, supplemented by gifts. *"Ursinus will flourish only if the basic academic enterprise that generates the student fees is successful. We must attract the necessary number of students, offer them the educational experience that will keep them on campus for four years, persuade them that the fees we charge are acceptable,*

and do all this in a spirit of dedication to the best in liberal education." He was echoing President Pettit's persistent calls to the faculty to do the best possible job of educating.

This Century II assessment attempted to rationalize admitted shortcomings while claiming credit for the lasting good effects of a sustained fund-raising effort. It did not dissuade faculty members from signing the *17 October 1975* "letter of concerns" that cited Century II reporting faults. For newer board members, it would not have been news that the college needed to sustain a permanent development program. The message, however, may have helped older members, unaccustomed to a forthright and systematic seeking of funds, to see a new day coming for Ursinus. Century II's most important success probably was not the funds raised but the reinforcement it gave to the board's obligation to conduct never-ending fund-raising. Even as it came to an end, Pettit was announcing that THOMAS J. BEDDOW, '36, of the board would lead the now-established Development Committee in a new programmatic effort to raise voluntary support. It became the URSINUS 76/80 PROGRAM.

14 May 1976 The BOARD OF DIRECTORS resolved to mount a new fund-raising program for the 1976-1980 period. The recommendation came from THOMAS J. BEDDOW, '36, chair of the board DEVELOPMENT COMMITTEE, which the board now treated as a standing committee. Beddow identified a general goal of \$4.4 million. The 1976-77 year would be a period for obtaining advance gifts. A public phase would follow. The lessons learned in Century II for good and ill presumably would inform the new program. The declaration of a new campaign sent a symbolic message to the Ursinus community that aggressive fund-raising was now a permanent feature of the college's life. Modest in goal and style of execution, the URSINUS 76/80 campaign provided a successful foundation for the more ambitious campaigns of the 1980s and early 1990s.

C. Physical Plant

15 August 1970 The college engaged a two-man SECURITY FORCE for the first time to protect students and property. Before this, the security program consisted of the eyes and ears of the students and staff. Collegeville's limited police force kept an interested but distant posture. Miley Detective Agency of West Point, PA, provided the contract service. The security officers were unarmed. They were to avoid scenes of student misbehavior unless serious bodily harm or property damage was likely to result. Their announced task was to "patrol the campus to protect against fire, intruders, traffic and parking problems and the malfunctioning of heating and other vital equipment." The start of a formal security program included the issuing of photo-identification cards to students.

These security innovations signaled that the social unrest of the Vietnam period had touched even small colleges in small towns out of the mainstream. Still perceived to be relatively safe from the dangers of the city, Ursinus was nevertheless more vulnerable to mischief and mischance than before, from both restive students and outsiders. The benign hand of deans in the administration of student order grew less assured in the wake of protests and disorders on campuses across the nation. Administrators at Ursinus shared a felt need with those on other campuses to take new safety measures.

Many students were suspicious of these additions to the culture of the small isolated campus. They smacked of control and prying. They stirred paranoid fears among students that the college would be spying on their youthful pursuits without warrant.

The security force and administration worked diligently to dispel such reactions. Students, always capable of a comic corrective, soon dubbed the officers "keystone cops" and enjoyed playing occasional pranks. Stealing and hiding the motorized tricycle used by the security officers to get around campus was the most dramatic student prank. There were infrequent moments of serious conflict when "Miley men" had to control crowds of students outside a dorm evacuated owing to a false fire alarm. However, the main body of students saw that the presence of security people was for their benefit and took little notice.

In time, it became evident that this bare beginning of a security program would be inadequate. Reinforcement and reorganization periodically took place through the years ahead.

5 March 1971 The board approved a contract to relocate ATHLETIC PLAYING FIELDS and surface the track in the wake of the construction of Helfferich Hall. The contract provided for a new baseball field, soccer field, refurbished tennis courts, and a parking lot.

2 May 1971 MYRIN LIBRARY was dedicated at an academic convocation featuring famed anthropologist LOREN EISELEY as keynote speaker. The library actually went into use in the fall of the 1970-71 academic year. An all-day all-campus "book walk" took place on *6 October 1970* with scores of faculty and students carrying stacks of books from the old to the new building, following a path behind Bomberger Hall. The fall issue of the *Ursinus Magazine* featured a cover photo of President Helfferich and President-elect Pettit. They were walking side by side, each toting a stack of books across campus to Myrin. It was a bully moment for them and the college.

13 July 1971 The board approved contracts for the renovation of PFAHLER HALL at a cost of \$362,000. Gauker Fridy Associates did the architectural planning. William C. Ehret, Inc., was general contractor. Silas Bolef Company did the electrical work. Suburban Mechanical Contractors, Inc., did the mechanical work. These contracts were negotiated rather than competitively bid. All subcontracts were competitively bid. This approach accorded with a strongly held policy position in the board's buildings and grounds committee. It resulted in substantial savings.

21 September 1971 The administration informed students and faculty of the status of the PLANT IMPROVEMENT PROGRAM in view of the inflation crisis. RICHARD P. RICHTER, vice president for administrative affairs, said in a memo: *"On August 15, when President Nixon declared that inflation had reached the crisis stage, we knew from our summer experience on the PFAHLER HALL and COLLEGE UNION projects whereof he spoke. Both renovation projects were to have commenced immediately after college closed in June. But when the contractors submitted their prices, they were 100% beyond the amounts budgeted and well beyond the estimates of the architects."* The price squeeze delayed the scheduled June start of the Pfahler renovation. The project extended through the whole 1971-72 academic year. The building was used for classes while renovations took place. Students and faculty suffered through the inconveniences. Architects completely redrew the College Union plans. Owing to the delay, the scaled-down project did not reach completion until the end of 1972. The start of Bomberger Hall renovation was postponed from spring 1971 to spring 1972. The building was in full use during the 1971-72 academic year, contrary to original renovation plans. On the other hand, the money crunch did not delay work on Helfferich Hall construction, new playing fields, an all-

weather track and a parking lot near the new men's dorm (Reimert Hall).

Despite the delays, the ambitious construction and renovation schedule went forward. It demonstrated the commitment of the Pettit administration to the continued upgrading of the campus facilities. Pettit and the board believed that the college had to complete the remaking of the physical plant, a program that president Helfferich conceived and began. It held the key to the college's competitive advantage in the years to come. The demand for current dollars to pay for plant improvements made it difficult to meet the priorities of the Century II program, which emphasized improvements in faculty salaries and professional development.

30 September 1971 (approximate) The installation of pipes for the start of BOROUGH SEWER SERVICE to the campus began. The college had installed a self-contained system years before at the instigation of Donald L. Helfferich, '21, while he was vice president. Helfferich had urged the borough to be partner with the college in the system, but the partnership did not materialize. As the new borough system came into service, there were hints of future town-gown controversy over the rates paid by the college. These hints became realities years later, during the next administration.

1 November 1971 (approximate) The college bought the farmhouse and adjacent property just west of Pfahler Hall owned by the Kelley family for about \$12,000. Refurbished, it became OMWAKE HALL, named in honor of President George Leslie Omwake (1912-1936).

30 December 1971 The College's 33,000-VOLT ELECTRICAL SUBSTATION began operating. The need for this separate substation signaled the growing technological environment in which the college operated. The cost of the project was about \$70,000. The substation, with upgrades and purges of PCB's, served the campus until the summer of 1997, when a more powerful substation went into service.

18 April 1972 The campus BLACKED OUT for nine hours starting at 1:30 pm when an electric transformer malfunctioned. The equipment that went into operation on *30 December 1971* proved to be defective. The contractor replaced the transformer and restored power by 10:30 pm. Campus reaction to the blackout was mellow. The temperature that spring day hit 80 degrees before the blackout. "*Spring fever had already hit some of the students,*" the *Weekly* (27 April 1972) reported. "*When the lights finally went on...fun-loving students raised a loud 'boo,' reluctant to return to their studies.*"

19 June 1972 The campus escaped major damage from HURRICANE AGNES, which inundated nearby Perkiomen Bridge Hotel. Three feet of water covered the restaurant floor familiar to Ursinus patrons for generations. Agnes caused \$1.7 billion in damage and killed 127 people in a five-state area of the eastern US. The campus itself suffered only minor damages.

1 July 1972 (approximate) As HELFFERICH HALL neared completion in the summer of 1972, the so-called "NEW" GYM fell to the demolition crew. On its site the long entrance ramp to Helfferich Hall was built, one of the final touches on that project. The "New" Gym was a utilitarian frame structure acquired from military surplus of World War II and erected in 1947 next to the venerable Thompson-Gay Gym. It remained in operation during the 1971-72 academic year while construction of Helfferich Hall went forward.

The baseball field immediately behind the "New" Gym also fell victim to Helfferich Hall construction. It moved to its present site to the east of Helfferich Hall, next to Patterson Field. With the passing of the old baseball field, its chronic fault in center field entered legend. The outfield sloped away from the infield so sharply that the center fielder was unable to see a normal-sized batter at the plate. Infielders would signal the center fielder when a batter's fly ball was about to appear in his vision over the horizon. Years of retelling have probably exaggerated this quaint sports legend.

1 August 1972 Restoration of BOMBERGER HALL began. The \$600,000 project had an estimated completion date of June 1973. Inflationary construction estimates had delayed the start while engineers and contractors cut the project to reduce the cost. President Pettit gave his personal attention to the finer points of restoration of the original nineteenth-century wall colors and other features. Comfortably cushioned seating in the main chapel, however, replaced the old slatted wooden seats. Carpet covered the old wood floor. Two old classrooms behind the main chapel became a small meditation chapel and religious center. Men's and women's day studies in the basement received upgrades. The basement also became the site of a "ship room" for student recreation. Faculty offices were renovated.

Some \$220,000 of the total cost came as gifts from the Pennsylvania Southeast Conference of the United Church of Christ. The conference ran a "chapel fund" campaign originally intended for a completely new building. When the funds raised proved to be less than adequate for the original goal, the church body agreed to apply the funds to the Bomberger restoration.

The building was out of service for the entire 1972-73 academic year. Faculty members with offices in Bomberger went to temporary locations elsewhere. That made the academic year 1972-73 an adventure in temporary inconvenience for the sake of long-term improvement.

10 August 1972 Work on the conversion of the old Alumni Memorial Library into the COLLEGE UNION began at an estimated cost of \$400,000. The old reading rooms were kept architecturally intact and became large social lounges. The old open-stack area of the library became a snack shop. The basement became a recreational area. The old boardroom and other administrative spaces became venues for student organization meetings and a music listening room.

The administration had hoped to start the project as early as *February 1972*. When contractors' bids came in at \$680,000, far more than expected, the project had gone back to the drawing boards for a scaled-down plan. A grant from the Kresge Foundation of \$100,000 tipped the decision to start the project in the face of inflationary construction estimates. The newly renovated building opened in *February 1973*.

28 September 1972 DUTCH ELM DISEASE, decimating the campus population of trees, provoked talks on new ways of fighting the problem. Maintenance staff discussed a new process for controlling the disease by injecting repellent into the soil rather than by spraying. All efforts to save the stately elms of the greensward, however, came to little. In subsequent years, the Japanese Zelkova tree replaced most of the old elms along Freeland walkway and elsewhere on campus. They were efflorescent in shape like the elm but impervious to the disease. Zelkovas helped preserve the traditional sylvan look of the Ursinus campus.

21 October 1972 HELFFERICH HALL was dedicated *21 October 1972*, in conjunction with HOMECOMING DAY. The ceremony also embraced traditional FOUNDERS' DAY for 1972. New tennis courts and parking lot were also finished. Helfferich Hall already had been the site of commencement in spring 1972 for the first time. (Every commencement henceforth took place there until 1992 when the ceremony moved outdoors to Patterson Field. A sudden rain shower half way through chased the class of '92, guests, and audience back to Helfferich Hall to complete the program. Seating had been set up, just in case.)

27 March 1973 The college rented athletic facilities to PERKIOMEN VALLEY HIGH SCHOOL to help the school district during its major construction program. This was consistent with the objective to achieve maximum efficiency in the UTILIZATION OF FACILITIES. HELFFERICH HALL became the venue for the PV High School commencement ceremonies on its opening and remained so to this writing a quarter of a century later.

24 June 1973 The PHILADELPHIA 76ERS professional basketball team "rookie camp" began on campus in a new rental arrangement. The star rookie to appear in Helfferich Hall was DOUG COLLINS out of Illinois State University, the #1 draft choice in the National Basketball Association. The rookie camp ended *28 June* and the full training camp came to Ursinus for two weeks in September. The College landed the contract through EVERETT M. (ACE) BAILEY, veteran head of health and physical education, who was a friend of Gene Shue, the Sixers' head coach. The Sixers stayed in a portion of the New Men's Dormitory (Reimert Hall). This displaced a number of men students in the first days of the fall semester. Nelson M. Williams, business manager, said, *"This is our first venture as hosts to a professional team. With the full and complete cooperation of the College staff, the student body and campus community, this could be the start of something big!"* Pun intended or not, Williams's prediction did not prove true. Although the Sixers came back for some pre-season workouts in the next year or two, they did not stay in the dorm. The players complained that the synthetic surface in Helfferich Hall was hard on their knees and legs. The Sixers eventually went on to other pre-season arrangements elsewhere.

During the time of the Sixers' use of Ursinus facilities, the college gained valuable media attention. This contributed to the never-ending effort to enhance the name recognition of the college for its recruiting program. The contract of course improved the utilization of the plant and added miscellaneous revenues. However, problems with the facilities as well as the student schedule ended the arrangement.

At the level of trivia, Bailey alleged that Shue chose Ursinus for his training camp for personal reasons. A serious tennis player, Shue liked playing on the new courts at the college when he was not on the Helfferich Hall floor with his players.

18 November 1973 BOMBERGER MEMORIAL HALL, refurbished and restored, officially reopened at Founders' Day. Originally constructed in 1891 as a memorial to the first president of the college, the hall now was set for another term of service as "Learning's Temple." Walter Force Longacre, '14, gave it that name in an old poem:

*Adapted from some old cathedral fine,
This clean facade lives pure in form and line--
The open countenance, alert, serene,*

*Of Learning's Temple, dignified and keen,
Poised with the strength of thought and charm of grace,
The modern look of a mediaeval face.*

14 February 1974 The administration reported that the campus community was adjusting well to the enforced REDUCTIONS IN USAGE caused by the OIL CRISIS. The college had resolved in the fall semester to comply vigorously with President Nixon's request to save energy. Arab oil-producing nations created the crisis when they cut back exports to the US in retaliation for American support of Israel in the 1973 war. HOWARD SCHULTZE, director of physical plant, made a rigorous cutback in the heating plant operation. A campaign to change individual behavior of students and staff--turning off lights, shortening showers, closing windows--had a consciousness-raising effect. The college extended spring recess by half a day. This change relieved students of the need to travel on Sunday, when they would encounter gas stations closed for business. Guidelines for use of the college mini-bus for athletic and other events limited trips to 200 miles, the capacity of a single tank of fuel. Five or more persons had to travel together to justify use of the mini-bus. (Richter memo, 19 Feb 1974)

26 October 1974 The administration building, opened in 1970, was dedicated as CORSON HALL in honor of board member PHILIP L. CORSON and his wife, HELEN. President Pettit in the November *Bulletin* wrote: "*A new name entered the vocabulary of the campus community with the naming of Corson Hall. The name Corson has been held in honor in Pennsylvania since Colonial days, and it has meant much to Ursinus since 1960 when Philip Langdon Corson, honorary '59, was elected to our Board. Always with Dr. Corson in his eventful career has been his wife, Helen Payson Corson, honorary '73, who has given him the encouragement that has made him a happy man, a true American and a generous citizen.*" Philip Corson was the head of the family lime and concrete business that operated from the early days of the nation in nearby Plymouth Meeting.

His adopted son, JOHN E. F. CORSON, who was a key member of the management team at the Corson plant, joined the Ursinus board after Philip's death. He became secretary and treasurer of the board and perpetuated the generous and vigorous service of the Corson family to the college.

6.

PROVIDING PUBLIC SERVICE

1 October 1975 The first of a series of three "town meetings" on growth in the Perkiomen Valley area took place. Project director was assistant professor of history MARVIN E. REED. A \$6,000 grant from the Public Committee for the Humanities in Pennsylvania funded the series in part. Reed planned the program in cooperation with representatives of local governments, civic and social organizations. Still rural in tone and infrastructure, the Perkiomen Valley was anticipating the impact that would come when highways and residential and corporate development moved westward from King of Prussia. It addressed these essential questions: (1) Will the quality of life decline in the region and the nation in the years ahead? (2) What are the decisions ahead for the Lower Perkiomen Valley--as we ourselves see them? The well-known urban planning expert Edmund Bacon of Philadelphia keynoted the town meetings. He planned the Penn Center complex that rejuvenated center city Philadelphia. Bacon discussed the impact of urbanization on the sense of community, on transportation systems, and on the policy-making process.

Other professional voices heard at the broad-based meetings were those of E. Digby Baltzell, professor of sociology at the University of Pennsylvania; Michael P. Conzen, assistant professor of geography at Boston University; and Robert Marler, director of the American Studies Program at Temple University.

From the standpoint of Ursinus, the impending development of the region would have both a negative and a positive effect in the years following the 1970-1976 period.

Threats to the security of students and college property would lead to a growing security staff and formal procedures unheard of in the bucolic past, when the eyes and ears of the campus community sufficed to maintain a safe place. Traffic in the area, especially on Main Street, would increase. Flashing caution signs and students standing in the middle of the street, waiting to leap frog the second lane of traffic to get onto the main campus from the residential village, would become commonplaces. Relations between the college staff and the growing police force in Collegeville would become more regularized, in need of constant tending to keep good will between town and gown.

On the positive side, the emergence of the Perkiomen Valley as a growth area would allow Ursinus to shed its image as a "country college." It would be able to capitalize on its easy access to the historical and cultural resources of Philadelphia. With the building nearby of shopping malls, the Route 422 bypass, and sprawling corporate campuses, the college would gain a familiar look for students and their parents from the mid-Atlantic megalopolis. Ursinus leaders would take active roles in the life of the region.

The awesome twin cooling towers of the Limerick nuclear generating station of PECO would hover on the horizon as visitors to campus coming from King of Prussia approached the exit lane to Route 29 marked "Collegeville-Phoenixville." These totemic towers would give pause to some. At the same time, they would come to symbolize the important role of the Perkiomen Valley in the development of Pennsylvania and the whole mid-Atlantic region.

Whatever the effect of regional development on the college, its officials would remain actively involved in the process.

PROMOTING CULTURE

7 January 1970 The URSINUS CENTENNIAL YEAR program continued with a speech by ABRAM L. SACHAR, chancellor of Brandeis University. The founding president of Brandeis in 1948, Sachar enjoyed international regard as an educator, a fitting voice on the college's hundredth birthday.

President Helfferich had empowered a centennial planning committee to celebrate the intellectual and cultural vitality of the college by enriching the usual forum program. It assembled an unprecedented list of events at considerable expense.

Sachar was preceded in the fall semester by the following: SCOTT CARPENTER (8 October), a pioneer astronaut who orbited the earth on 24 May 1962; the AFRO-AMERICAN DANCE ENSEMBLE (21 October); FRANKLIN MORRIS, '41, (14 November) of the Syracuse University School of Music, who did an avant-garde electronic show with erotic content that embarrassed some in the audience and delighted most students; BORIS GOLDOVSKY (19 November), Russian-born pianist and opera conductor; ANNE SEXTON (10 December), poet, who appeared with HER KIND, a five-man combo playing drums, flute, guitar, clarinet and bass, and who showed her mettle on stage after fortifying herself behind the scenes with the help of Jack Daniels.

In the spring 1970 semester Sachar was followed by the following: MICHAEL KORN (11 February), organ recitalist, soon to start the Philadelphia Singers chorale; JAMES MICHENER (17 February), novelist, then living in nearby Pipersville, PA; JOSEPH MAYES (13 March), classical guitarist; JEAN SHEPHERD (15 April), radio performer and writer.

29 October 1970 The FORUM presented the Joan Kerr Dance Company from the Settlement Music School. Their contemporary dance numbers included "Scarlatti Dances," "Sol," and "Childermas." This was the second event in the semester-long schedule set up by dean of women RUTH R. HARRIS, '36, who doubled as director of student activities.

The administration and faculty looked on the scheduling of speakers and performing artists as an important adjunct to the curriculum. They required students to attend at least two forums each semester for their first six semesters. Although students chafed under the requirement, and some faculty thought it was a poor way to motivate students to attend, it achieved the purpose of exposing many of them to a variety of speakers and artists representative of the times. Following the Joan Kerr Dance Company appearance, for example, the following forum guests appeared through that fall semester:

4 November 1970: Daniel A. Chapman Nyaho, ambassador from the new African state of Ghana to the US and its permanent representative to the UN. He spoke on "the American image in Africa." He said that Africans amalgamated their opinions to form a composite image of America: "*a rich, generous country of opportunities, and wielding tremendous power, yet besieged by...racial discrimination.*"

2 December 1970: Yass Hakoshima, Japanese mime. His program included mimes of Fisherman, Geisha, Hara-kiri, Dictator, Puppet, Illusion, Dream, Forest, Labyrinth, Eagle, Ecdysis (molting). The *Weekly* critic said Hakoshima "*encourages an almost imperceptible energy to burgeon and gain momentum until he seems to throb with life-action.*"

12 January 1971: Harry G. Fox, chief inspector of the Philadelphia Police Department.

Fox created and organized the gang control unit, the human relations unit, and the community relations bureau. He brought a fresh insight into the changing nature of the neighborhoods and streets of Philadelphia.

In the spring 1971 semester, the following forums took place:

9 February 1971: Froelich Rainey, director of the University Museum at the University of Pennsylvania. Rainey gave a report on the uses of the new carbon-14 dating method and on other aids to archaeology. On anthropology, he disparaged the destructive effect of western initiatives on cultures: *"It is not our business to change the cultures we observe....Last century it was the missionaries, this century it is the Peace Corps, [but] hardly any culture today hasn't been messed up by somebody."*

23 February 1971: Kirk Kickingbird, a Kiowa Indian, of the Bureau of Indian Affairs. Kickingbird spoke on tribal legal systems and other aspects of law surrounding native Americans' lives.

23 March 1971: Joseph Malone, of the University of Louisville (KY). Malone spoke on "the generation gap" at the conclusion of a joint institute between Lincoln University and Ursinus.

1 April 1971: David Amram, jazz composer and musician.

14 April 1971: Hermann F. Eilts, '43, then US ambassador to Saudi-Arabia. He spoke on "stability in the Persian Gulf region." This was one of numerous talks that Eilts gave on campus during his distinguished diplomatic career. He moved to the ambassadorship to Egypt after Saudi-Arabia. He was a major player in the Camp David accords orchestrated by President Carter.

Similar batteries of guests appeared each semester throughout the 1970-1976 period. Some names were better known than others, but almost without exception, visiting speakers (sometimes from major university departments) and performing artists offered something to enrich the fare that students received in their regular classes. Attendance was rarely overflowing and sometimes embarrassingly thin; but the attendance requirement assured the viability of the programs. Like other well-established parts of the educational program, the requirement came under increasing criticism from students. However, the record shows little complaint about the content of the forums as such. Student reviewers usually gave favorable reports.

19 November 1971 Ballad singer RONNIE HOLLYMAN performed in Wismer Hall as a special guest of President and Mrs. Pettit. The Pettits became acquainted with Hollyman during their vacations, either in Nantucket or in Naples, Florida. Born in Britain, he did his solo act in clubs where the stylish gathered to play. The Pettits made special arrangements in the main dining hall of Wismer. They simulated the casual air of a nightclub. Pettit introduced Hollyman with a debonair ease and charm. By offering Hollyman's worldly and sophisticated style as a personal gift to the campus community, Pettit seemed to be offering a worldly and sophisticated side of himself. Bringing Hollyman to campus was perhaps a way for Pettit to establish a tone in the minds of faculty and staff that would distinguish him from that of his predecessor, who was still very much on the scene as chancellor. Whatever the purpose, the evening's lightsome air contrasted sharply with the edginess and conflict that surrounded the daily work of the administration. As time went on, the Hollyman evening stood in memories as a light foil to the heavy role that Pettit was compelled to play.

12 January 1972 The FORUM PROGRAM for the first semester concluded with two short

operas in concert. The Demitasse Opera Company presented Menotti's *The Telephone* and Mozart's *The Impresario*. Administered by dean of women RUTH ROTHENBERGER HARRIS, '36, the forum program brought slivers of cultural light to campus throughout a period of limited finances and mixed student interests and expectations. Required attendance at forums assured that the cultural fare would have a chance of broadening students' acquaintance with ideas and art from the larger world. The rise of rock music and pop culture in the late 1960s made such presentations as that of the Demitasse Opera Company a kind of skirmish in an ongoing culture war over the sensibilities of students.

9 February 1972 MAYA ANGELOU, author of the 1970 best seller, *I Know Why the Caged Bird Sings*, spoke in the college FORUM PROGRAM. It was the first forum of the spring semester. Angelou was billed as a singer, actress, journalist, and former coordinator for the Southern Christian Leadership Conference. Also on the spring semester forum program were a former prisoner at the nearby Graterford prison, a panel of faculty members from the US Army War College in Carlisle (where professors EUGENE AND JESSE MILLER taught), naturalist Roger Caras, the University of Amsterdam choir, and Robert M. Veatch, expert on medical ethics. (*Weekly*, 17 Feb 1972, 27 Apr 1972)

4 March 1972 The INTERNATIONAL RELATIONS CLUB held a model United Nations conference for about 175 high school students from fourteen schools in the area. WILLIAM HAFER, '74, led the Ursinus students who organized the conference and acted as "secretary general." (*Weekly*, 24 Feb 1972)

17 October 1973 LORD CARADON, British diplomat, spoke on new initiatives in international affairs in the forum. He discussed the need for new ideas to deal with the dangerous problems in the Middle East and elsewhere. Caradon was realistic about the limited ability of the United Nations to have a positive effect on international relations. However, he commended its ability to bring voices in a conflict to the table in short order. He was a visitor from the former British Empire, speaking wisely if a little wearily as a new world arrangement came into being.

25 October 1973 The SHAW-BERNARD COLLECTION reopened after a decade of being in storage. The collection consisted of objects of art and craft bought by a pair of world travelers in the late nineteenth and early twentieth centuries, Mary B. and Hannah C. Shaw. It ranged from common tourist objects to rather interesting and sometimes valuable curiosities, such as a painting on a cobweb. A family member, J. Maxwell Bernard, gave the collection to the college in 1923. The college agreed to display it in a dedicated room of the then-new Alumni Memorial Library. When space for books ran out in the 1960s, the collection went into storage.

J. TIMOTHY CLEMENS, '75, undertook a student project to study and recatalog the material. Clemens persuaded the newly opened College Union to display some of the artifacts in the foyer of the old library building. A decade or so later, the college made a legal determination that the collection could be disposed of and it went to auction. Funds raised benefited the library.

14 November 1973 THATCHER LONGSTRETH, president of the Greater Philadelphia Chamber of Commerce and recent mayoral candidate, spoke on megalopolis 1984 in the forum. Longstreth described the aging problems of eastern cities as they began to blend into a Maine-to-

Florida strip of urban America. He thought optimistically that megalopolitan cooperation would solve the problems, with an important role for rail transportation. Longstreth severely criticized the outgoing mayor of Philadelphia, James Tate. His victorious opponent, Frank Rizzo, he rated as good for business and the white majority, but he saw Rizzo doing nothing with "the black situation."

25 April 1974 The CHOIR OF THE UNIVERSITY OF PARAIBA OF JOAS PESSOS of Brazil appeared in the forum. It was in the US with the fourth Lincoln Center International Choral Festival for university choruses. (The *Weekly* article about the forthcoming performance reminded students of the requirement to attend two forums each semester.)

29 April 1974 CYRUS H. GORDON of Brandeis University spoke in the forum on the ancient Viking visit to Vineland in North America. Gordon explained the failed attempt to authenticate an alleged early Vineland map.

30 October 1974 Flutist JANET KETCHUM and classical guitarist PETER SEGAL performed at the morning forum. She performed and recorded with the Philadelphia Orchestra. He won second prize in the International Competition for Guitarists in 1971. On 5 November 1974, JOSEPH D. HARBAUGH, an experienced public defender, spoke on criminal law. On 12 November 1974, ROSAMOND BERNIER spoke on her first-hand acquaintance with great living artists. On 9 January 1975, the Rittenhouse Brass Quintet performed Renaissance and contemporary works.

18 February 1975 JESSICA SAVITCH, woman television anchor, spoke in the forum on her pioneering role in the emergence of professional women. Savitch was co-anchor of the KYW evening news, a rare role for a woman at the time. She predicted that women entering previously all-male professional positions would increase. She spoke of the heavy burden on pioneers such as herself. According to the *Weekly* report, she said that "these women must be able to prevent the 'every woman' theory from being postulated." According to this theory, if a pioneering woman failed, there was a danger that her failure would be a failure for every woman--that no woman could do the job. Savitch had stormed the newsroom and won a role, but she had her eye on the executive suite. The *Weekly* reported, "Men are still on top in the executive positions in television and Jessica Savitch feels this bastion can be blown open by women." (27 Feb 1975)

Savitch died prematurely in an accidental drowning in her automobile in Bucks County some years later. She became something of a female icon in the history of the media.

13 September 1975 Ursinus was designated a NATIONAL BICENTENNIAL COLLEGE by the American Revolution Bicentennial Administration. The nation was preparing for its 200th birthday celebration in 1976. To gain bicentennial status, Ursinus in its application laid out extensive plans for commemorative activities. Much of the activity dealt with the college's Pennsylvania Dutch heritage. Professor William T. Parsons, '47, led the planning. A symposium on women in early American history, an international food festival, and a special performance of Handel's *Messiah*--these and other activities rounded out the bicentennial agenda.

24 September 1975 (approximate) NINA DEUTSCH, pianist and lecturer, played to acclaim and spoke to the disappointment of the campus audience. Deutsch displayed her virtuosity in a performance of variations on *America* by Charles Ives, plus pieces from Beethoven, Cole Porter, and Chopin. She gave a talk on each piece she played. A student critic suggested that she return to campus to play but to leave her lecture notes at home. In an interview, Deutsch dealt negatively with the popular rock music of the day. She found it "simple and without subtlety." (*Weekly*, 2 Oct 1975)

14 October 1975 LISA A. RICHETTE, Judge of Common Pleas in Philadelphia, spoke at the forum. Her book on child abuse, *The Throwaway Children*, gave her a national reputation. Women students saw a model in her professional career. "*With women like Lisa Richette on the bench, the Women's Cause will be furthered,*" wrote a student attending her lecture.

4 November 1975 AMBASSADOR CHARLES W. YOST spoke in the forum on the role of the US in the United Nations. Yost had been representative to the UN until 1971. He likened the UN to a hearing aid. It amplified the world's problems and allowed the US and others to hear them.

11 November 1975 Physicist ROBERT BRUCE LINDSAY gave a forum talk on energy and the attractiveness of careers in science. Lindsay touched on the current energy crisis caused by the disruption of the international delivery of oil. However, he mainly talked about the theories of physics surrounding energy. He slanted his definition of civilization toward a scientist's way of thinking: "*Civilization is the attempt to reverse entropy and to turn disorder into order. This is the fight we must fight and always fail, but keep fighting.*" His thought may have seemed relevant to some in the audience as they contemplated the combative mood of the campus that fall.

5 April 1976 ISRAEL'S CONSUL GENERAL in Philadelphia spoke on his country's conflicts with its neighbors. EMMANUEL SHIMONI asserted the right of Israel to exist as a nation state. He criticized the United Nations for giving Palestinians a role. He also expressed anxiety over a US offer of airplanes to Egypt.

14 April 1976 Egypt's AMBASSADOR TO THE UNITED STATES spoke to the forum on war and peace in the Middle East. DR. ASHRAF GHORBAL gave an Egyptian perspective on the Yom Kippur War of 1973 (it was not intended to menace Israel proper, he said) and condemned the Israeli hard line against Palestinians. Ghorbal's wit and humor won the sympathy of some students in attendance. The college balanced Ghorbal's scheduled talk with the specially arranged appearance of the Israeli consul general the week before.

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