My first work experience in Philadelphia was with the City Planning Commission, when it was first established. Indeed, as I recall, I was the first person hired by Bob Mitchell...the first professional person...first professional city planning person, hired by Bob Mitchell when the Planning Commission was established. It had been established as a result of a great deal of citizen effort over a period of years; there had been the great history of the Tri-State Regional Planning effort in Philadelphia.

Bob Mitchell, when he was asked to head up the City Planning Commission and move from Washington, he turned to a man named Walter Blucher, whom you remember. Walter Blucher had been the first executive director of the American Society of Planning Officials.

(WMP: That was out in Chicago, wasn't it?)

In Chicago. And I was working for him. And I had been studying city planning at Harvard; I was one of two students and three professors, in what, of course, as you know, was the first city planning department in an American university. And I was looking for a job and my three professors were Martin Wagner, who had been the city planner in Berlin and really didn't know the American scene, Christopher Tunnard, an Englishman who didn't know the American scene, and a great man named John Gaus...John Merriman Gaus, who had gone from Wisconsin to Harvard, who did know the American scene. He had been much involved with Charles Marion of the National Resources Planning Board, where I incidentally worked while I was a student for a bit. Also, I was the planner at Lexington, Massachusetts, part-time basis, and I'd been combining engineering and city planning, Greek and Latin, in my education.

But, at any rate, Blucher, to whom I wrote, wrote me back saying....Meet me at any one of the following cities. And he gave me a set of hotels. I followed him around from city to city, and finally, I met up with him, as I recall, in Providence, Rhode Island. And he really took me back. He said...Well, you've been a student at Harvard, but a year with Blucher is worth five years at Harvard. And what is clear that you ought to do is come work with Walter Blucher
And I worked for him for that year; he gave me the task of answering the inquiries from all the mayors, the officials of the country. I was literally a boy, and it was an extraordinary experience, 'cause it forced me to answer some of the most complex of inquiries.

And then, a year later, Bob Mitchell wrote to Walter Blucher saying....Who should I get to work with me at the Planning Commission...and that's how I got to know Bob Mitchell. I came to work with him in Philadelphia. "Hoppy" was then, as you know, the chairman of the City Planning Commission. Samuels was the mayor. And this was in many ways his sop to the reformers.....oh well, we'll have the City Planning Commission.

But oddly enough, he really heeded it, and it really meant something to him, even though I don't think he started it with that intent.

My tasks in that period were to do an industrial land use plan for Philadelphia, to work on a new .... well, it was really transportation and industry, more than anything. At the same time, my bride-to-be who I'd met in Chicago, was working drafting the first urban renewal...first redevelopment legislation in Philadelphia with Abe Freedman.

(WMP: Oh was she?)

She was Abe's assistant.

(WMP: I'd forgotten that.)

In fact, we re-met going up the elevator in what used to be called the Market Street National Bank Building. And I said ...Didn't I meet you in Chicago?...at a party in Hillel House. But it was an extraordinary experience that I had in Philadelphia at that time. And I then returned to Chicago to work on the rebuilding of the south side of Chicago, and then joined the Chicago faculty...half in the new planning program with Rexford Tugwell, the Penn alumnus.

(WMP: I didn't know he was.)

Well, he has all his degrees from here and he started his career here.

(WMP: I didn't realize that.)

And I was half-time there and half-time teaching undergraduates in the college. And then, when the Housing Act of '49
was passed, I was given the job of developing 10,000 housing units in one year, which I did, from beginning to end. He was very pleased with that.

And then, my old teacher at Harvard, Holmes Perkins...

(WMP: Was he your teacher? I didn't know that.)

...came down to be the dean of the school here. And he in turn, brought Bob Mitchell in to join him as head of the city planning department. And I guess I was the first appointment that they made. And that was in...I arrived here in the university in April of '52.

(WMP: That was the first year of the Clark administration.)

It was the first year of the Clark administration.

Now, Margie, my wife, meanwhile, when she had finished with Abe Freedman on the legislation, had gone to work as a joint staff person for Dorothy Montgomery in both the Housing Association and the Citizens' Council. She was shared by the two of them. So that we both had a great impetus to come back to Philadelphia. In fact, I'd been lecturing in Europe in late '51....

(WMP: What were you lecturing on?)

Well, I mean I was lecturing on....I was going to say I was lecturing on cities, but the end of the trip was in Yugoslavia, and they had just broken with the Russians...hadn't really established close ties with the West, and I was the young faculty member from Chicago, and I was asked to give a lecture in each of the six republics. But in each place I was being besieged by people from every subject who wanted to know what was going on....they'd been so isolated for years...between the war and the Soviet period. For example, I met with the fifteen remaining Freudian analysts in Yugoslavia, who were so curious as to what was going on in the outer world. I mean, I met with groups from every possible calling, and though...you know, I was in my twenties, but I was meeting with the Yugoslav cabinet. And I had...it was an extraordinary kind of experience 'cause they just felt so isolated from the world.

But I arrived back on Christmas eve from Europe...Margie and I did...on the ship...got into New York. And Margie's father, who was running the mid-west office for Day and Zimmerman, the Philadelphia engineering and construction and management firm...he was a director of the company...he was in Philadelphia for the board meeting of D & Z...and Bob Mitchell had been trying to track me down at Holmes Perkins.
And somehow, they got to him. And he said....we arrived, I think it was the morning of Christmas Eve, '51, back in the States....he said ....You've got to call Perkins and Mitchell in Philadelphia. I don't know what they want, but they said...call at once.

And I called at once, and they said....We want you to come here.

And I came in April '52; it was the beginning of the Clark administration. Oh Margie and I have been close to Molly Yard, to....you know, lots of people...and obviously, to Dorothy.

And in the Clark period, Dorothy organized, with Joe's suggestion, and I think, yours, as I recall, a development committee for the city. And there were five of us under Dorothy's chairmanship. And it was essentially a university committee, because Holmes and Bob Mitchell and myself, and then Dave Wallace, who had worked for me out in Chicago, and I had, a little later on, brought him to Philadelphia, and Dorothy. And there was a period...a fairly substantial period, where I guess every development decision made in the city, went through our committee.

That became less and less the case as Bill Rafsky took on more and more responsibilities himself. He would meet with the committee but he was, I think, less ready to turn to the committee.

(WMP: This committee then, was not official with the city?)

It was...well, you would not find it in any statutes, but it was a specific request from Joe Clark to set it up and to have it function.

(WMP: Did he give it enough money for staff?)

Dorothy provided the staff through the citizen agency.

(WMP: That's what I wondered, yeah.)

Although for a time, its influence was significant enough so that any time we asked a city agency for help, we'd quickly get it. I mean...when Bill Rafsky became development coordinator, I think that was the title used...

(WMP: It was.)

...he still leaned on it, but much less fully. But then, in that period, I took leave from the university, although I continued with the committee, I took leave to start a nat-
ional organization which you remember, called "ACTION".

(WMP: Oh yes.)

The American Council to Improve Our Neighborhoods. The very name was a very major national effort to raise the consciousness of the American city. It was Eisenhower who, when he first took office, wanted to get this underway. And the funds for it came from industry, unions to some degree, a great deal from foundations. And we had a huge advertising council campaign, you may recall, on television, on radio, in the press, magazines. And our headquarters were in New York, though I continued to live in Philadelphia and commute. And also, I tried to keep some teaching going. I was the first executive director of it.

(WMP: You were associated with the university here then.)

Yes. And in that ACTION period, we used Philadelphia as the case for a number of activities, including a write-up on the Friends' Rehabilitation Project...the Friends' Neighborhood Guild. And we put out a pamphlet on that that I think, as I recall, it's something like a million copies.

(WMP: Really?)

People from all over were...

(WMP: Who was the moving spirit in that? There was some man. I can't remember.)

Yes, he's still around. Uummm. Oh, I keep saying to myself, Dallas Townsend, but that's not his name. Dallas Townsend is somebody utterly different. Oh, what's his name? Oh, I see him about once a year still...marvelous character. Well, of course, Oscar Stonorov was much involved in it, too, as the architect for it. But the man who was then head of the Friends' Neighborhood Guild was...

(WMP: I can almost see him.)

Baldish...right.

(HMcM: Is that the same as the co-operative...the Friends' Co-operative project down around 8th Street and Mount Vernon or Fairmount?)

Yeah, well...except the first portion of it was a great self-help project, where both present residents...mostly present residents...and some others, with some subsidy, repaired their own houses. They had architectural help; they had help on things like plumbing. But on basic things, like
carpentry and so on, they would do it themselves. It still came out very costly, by the way. But it didn't have to. And it was regarded as an extraordinary effort in how to help yourself.

(WMP: Was it ever duplicated?)

Yes, it was. And I was responsible for getting some of the duplications done, and none of them......Well, I think a great many of them worked out very well. But unfortunately, they worked out best when it was not the present residents who were doing it, and unfortunately it worked best when others displaced them. In a sense, it's what's happening in Queen Village right now.

(WMP: Then these buildings, what was left of them, were taken by eminent domain, then, and put into the hands of others to re-do?)

I'm trying to recall whether eminent domain was, in fact, used in the Friends' Project, and I think it was, but I'm not sure.

(WMP: It might have been under Redevelopment.)

I'm just not sure, but if for some reason, we wanted to, we could check that.

And on your question about the city planning department at Pennsylvania in that period...University of Pennsylvania...I think, without question, it quickly became the leading department in the country.

(WMP: And Holmes was chairman of it?)

No, Holmes was the dean of the school of which this was a department. And it was Bob Mitchell who was chairman. And Bob was chairman and we brought to it some of my best students from Chicago, who made up a very key part of the group. John Dyckman was one who was here for many years. He's now in California.

(WMP: He's quite a guy. I ran into him at the Salzburg Seminar. We were there the same year.)

Well Jack Dyckman was a brilliant student of mine. So was Britt Harris. Though Britt Harris is older than I, he was one of my Chicago students and we brought him here. Herbert Gans, whose work you know, was another one of my Chicago students. And I'm very proud of that whole student group and the contributions that they made.

And then we attracted Bill Wheaton here.
And then, later in my career, when I was dean at California, I helped bring him out to ....

Well, I'm sorry to say, I also stole Jack Dyckman!

Yes. So I feel a little embarrassed!

Now, the ties between the city planning department at the university and the city in those days were very, very close. And they were close not only on a formal basis but an informal one. All kinds of people would turn to us for help. Hoeber, for example, Johannes Hoeber who was in welfare, as you know, in the city government.

Great guy. He would turn to us. Oh, many, many people would turn to us. We were a kind of focal point. We also had an institute for urban studies, which provided for a great deal of that.....in exchange.

I don't think, unfortunately, the department is anywhere nearly as strong these days as it was then. It's still a good one, but it really dominated the country for a time.

I think it's the nature of academic departments; they mostly have a cyclical character to them.

As of today? Probably Berkeley, and MIT.

Oh yes. And I was one who didn't help things!

And then of course, I'd also run the....when I left here I'd gone to run the Harvard-MIT Urban Studies Center. Well, that's not quite so; I'd gone to take a chair at Harvard and then shortly after, started the Harvard-MIT Urban Studies Center.
Urban Studies Center.

But in that period in the '50s that we're talking about, there was very little concern for the neighborhood area, around the university. And I wrote a memorandum to the administration of the university based on the experiences that I'd had around the country that became the basis for the West Philadelphia Corporation.

(WMP: Really? This was after you'd left here.)

No, I was still on the faculty. This was probably around '56. And it led to the West Philadelphia Corporation. I've got that memo around someplace.

(WMP: You conceived the idea of using a corporation like that?)

Yes, and I was using the illustrations of what was being done in Chicago and elsewhere, in the Hyde Park - Kentwood group...it's much like the West Philadelphia Corporation.

And as time went on...well, I think we've suffered from having a faculty that commutes in a university.

(WMP: When? Now or.....)

Now, and even in the '50s when I was here, the great bulk of the faculty commuted. I did not. I lived at 41st and Locust...next to Thorsten Sellin, whom you may remember.

(WMP: Indeed I do! I was on his board of directors.)

Now, the....as the years went by, and the West Philadelphia Corporation and the university became more involved in the community, the faculty became very concerned. They didn't want resources that they thought should be theirs diverted to the community. So that, after I was selected president, but before I took office, there was a faculty vote saying....we do not want any investment in the university community. And I suppose they thought that I coming back with the background I had, would be very inclined to make major efforts in the university community. And since the faculty leaders to a person lived in the suburbs, they wanted to sort of give fair warning to the trustees and to me that they expected no diversion of any resources to the neighborhood.

(WMP: But, Harry Batten came in, didn't he, as West Philadelphia Corporation, and what happened there?)

Well, in the West Philadelphia Corporation, the....Leo Molinaro ran it. And he was its first head and he ran it
for a good many years, and left, as I recall...I guess about '69. But it was in his period that most...what could be attributed to that corporation had been accomplished.

And then when I returned, of course, to be president of the university, I took it for granted that in so many ways I would be far more involved in the city than has proven to be the case....in the '70s.

(WMP: Why is that so?)

I think when Rizzo became mayor shortly after...and I became president, I tried very hard at first to get him to come out to the university and he was very uneasy about it. He wouldn't come. Finally, we set up some meetings on neutral ground downtown with a number of faculty, and he thoroughly enjoyed it. And he began to...and I kept sending him books and he began to read books and had questions. And I was having some great hope that here was somebody who... ...I mean, he's a very bright man...not a man of any learning, but a very bright man. And I had a feeling that with luck, we might get him to comprehend a great many matters that were important to the city.

And then he began to get some political defeats and he suddenly realized what I realized as I got to know him...that he was a political innocent! You know, the notion that here was a great political conniver...in the case of Rizzo I think is just not so. I think he is an utter innocent. And then he realized how innocent he was, and with that tremendous sense of determination he decided he would overcome that innocence, and began building up a machine and as machines go, a relatively successful one.

But in the process, he completely lost track of any sense of why a man ought to be mayor...mainly to have a sense of development...of direction for the city. And he gave none of that. And then became more and more angry at the university as time went on. For example, some of the people here were leaders in the recall movement, and he wanted me to fire ......oh there was also great confusion. A graduate student talked on the radio about the recall. He was from the economics department. He was a graduate student. The mayor thought he was the chairman of the economics department!

And then, I guess the final blow was when the dean of the law school joined the recall movement. And then the mayor got very, very upset.

(WMP: What role did Gaudiosi play in all this?)
Minor...as far as I could tell. And we had this citizens' committee...well, there were two citizens' committees that Rizzo had had. One that he started at the beginning of his term called in the press, the "Dirty Dozen". Then he had some problems with Bunting and others in that committee, and then he dissolved it.

And then he started another committee with about thirty members and it was a first-rate group...from business, from the neighborhoods, from the professions. Morris Duane was the chairman of it and there were two vice-chairmen. One was Toohey from the labor movement and I was the other vice-chairman. And suddenly I began to feel we were perhaps......would be able to develop a program that would deal with the future of the city. I think we were making some small headway.

Gaudiosi was our tie...to the mayor at that point.

(WMP: Didn't you get him out here at Penn?)

That was much, much later. But Gaudiosi was our tie to the mayor. He was very helpful. He was deeply concerned about where the future of the city was going. And then, Morris Duane went to see the mayor. And the mayor said... ...oh well, I think you ought to dissolve your committee. And to my great surprise, the committee was dissolved.

I mean...I felt we should have just stayed on and said... ...well, we're started and we may not be the mayor's committee anymore; we're our own committee. But at any rate, the decision was made to dissolve it. That was the end of that.

Well I think Morris's view...and it was an understandable one, was that if it were the mayor's committee and the mayor doesn't want it, then there's no point in our continuing.

But in the case of Gaudiosi, he broke with the mayor and then he came on here on a short-term consulting assignment, the principle part of which was to prepare a report on the impact of the university on the city.

(WMP: City-wide.)

City-wide...on the economic impact of the university, well, for example, outside of government, we're the largest employer in the Delaware Valley.

(WMP: Really.)

I mean, outside of the government, we're the largest user of
the telephone in the Delaware Valley.

(WMP: Really?)

Outside of the government, we're the largest purveyor of meals in the Delaware Valley. Outside of the government, we're the largest landlord in terms of units for rent in the city. And our impact is tremendous and this isn't realized, either in terms of the city when people try to tax us, or in the state, for that matter.

(WMP: What is the magnitude of your budget, both operating and capital budgets?)

Well, the value of our plant is about $1,000,000,000...a little over. Our annual operating budget is about $350,000,000. Our payroll is about 15,000 people.

(WMP: I can see that you do rank that way.)

And we also bring in a tremendous amount of income from the students who come from elsewhere and spend money here and so on. It's huge. And that report's just about finished. Gaudiosi completed a draft before he announced that he was going to run for mayor. And we've just been very busy since then, but I think it's just about ready to get sent to the printer now.

There's been much less activity in the immediate neighborhood. I mean our funds have been very, very scarce and the faculty made it very clear that they meant us to keep our distance. But I've still been attempting a number of things that are beginning to work out. To get more and more faculty living in this area. And our mortgage program is doing that. We have a co-operative that's going to go up just back of that building...across Walnut Street. And we have other housing that will go up in the area.

One of the things I've been trying to do, I just haven't been...one of the reasons more families, university families don't live in the area is schools. And I've been trying to recreate Benjamin Franklin's old academy, using university facilities, and having graduate students and others teach. I think this could quickly become the best school...not only in Philadelphia...I think the best school anywhere.

(WMP: Could you get these graduate students to do that?)

Oh, they'd be delighted to at this point. I think we could run a magnificent school, but I cannot put any general university funds into this, and it doesn't need much in the way of money, but I've been trying to raise some money to re-institute the academy and I haven't gotten it.
(WMP: Do you feel that the leadership in Center City, the business leadership, is not as strong as it used to be?)

I think it's less identified with the city than it used to be. I mean Hoppy identified himself with the city when he was head of Drexel and Company. If people who succeeded him did not. Now, of course, Drexel and Company is part of a New York firm...Drexel, Burnham and Lambert...Lam-behr, I guess they call it. In fact, if you'd ask most people who was head of that firm here, they wouldn't know. Whereas everyone knew who Hopkinson was.

And I think the same has been happening with industry after industry. And I think we've become much more of a branch town. Remember how important Budd was? Now they're in Detroit. Electric Storage Battery's now a subsidiary. Atlantic Refining is now a subsidiary. And you just go down the list...and it's very sad.

(WMP: It must make it very difficult, I guess, to raise the money that you need for the university.)

Yes, although in terms of corporate funds, we do very well, but essentially from outside of Philadelphia. But I think something else is the case, too. There isn't the same tradition of very...well, as you know, I've lived in many cities, and I'm very attached to our city. I think it's the place I've most wanted to be, and am, and intend to remain. But we don't have that same kind of philanthropic tradition that, let's say, Boston has. In my Harvard days it was sort of a joke about Philadelphia alumni...about how they had so much money, but wouldn't part with it. The joke was that the last time they parted with it was when the Widener family gave Widener Library and back in those days they weren't regarded as fully part of Philadelphia.

And I'm on the board of the Art Museum, and when you think of our endowment as against other major museums in the country, it's shameful. When you think of the university's endowment it's shameful. It peaked when the market was good at something over $200,000,000. And as against Harvard's $1,500,000,000...A place like Chicago...it attracts money from all kinds of people around Chicago who may not themselves have gone to the University of Chicago.

And we do marvelously in fund-raising...but it's out of New York, out of other places.

(WMP: Well, that's good for Philadelphia; it brings the money in here, but...)
Yes, but again and again the question is raised by others... you know...what's Philadelphia doing? It's hard to answer.

(WMP: Well, how's your student body break down in terms of where they come from?)

Where they come from? For undergraduates it's about 38% from the state of Pennsylvania, and that's very heavily from this area...in Pennsylvania. About an equal amount from the northeastern states, and then the rest from everywhere else. For graduate students it varies from school to school. In the veterinary school, partly by intent, the great bulk of our students are from in-state, because this is the only veterinary school in Pennsylvania.

(WMP: You've got a good man running it too.)

Yes. Then on the other hand, in the law school, until about a year ago, we were running about 80% from out of state, 20% in state. Medical school is about half and half.

(WMP: Which are your very best schools....in their fields?)

Well, in the arts and sciences some of our strongest departments are in some of the languages, including some of the esoteric Oriental languages. A very strong solid state physics group, within physics. A top-notch anthropology group. Archeology would be hard to surpass. Our biology department isn't strong, but our bio-medical group is first-rate in the health area...these are the basic scientists there. The veterinary school is generally regarded as the best in the country. It's also our most expensive school. In engineering, our great strengths are in evolving fields. Well, your husband's area would be one...our Laboratory for Research on the Structure of Matter is one of two or three that lead. Our bio-engineering group again, is one of two or three in that category. Our law school is very strong, but...I mean its reputation isn't as good as its actual quality. I mean, when young people ask me where to go to law school, I say it really ought to be Yale or Pennsylvania, but this would not be an answer that most lawyers would give. And I think they're wrong. I think we have a much more interesting place than Harvard, for example.

(WMP: You appointed good deans.)

Yes, we appointed a new one yesterday. I'm very sorry Lou Pollack, who was an extraordinary dean, has gone off to the federal bench. In fact, I was with him last night, and he's still very close to the university and will remain so, but we miss him.
(WMP: Yes, you've got some good people...Lou Schwartz..)

Oh yes. Now I kept mentioning the arts and sciences for peculiar reasons. We did not have that faculty before, and I regard as one of my achievements putting that together in the '70s.

(HMcM: Pharmacology was named number one recently.)

Yes, our pharmacology group ...I think it's lost a lot of ground.

(WMP: What about the medical school?)

Well, I mentioned the bio-medical part of it...in the medical school itself...since medical schools are vast. In the medical school, some of our groups...in the clinical fields, some are unsurpassed. We have greater strength in renal medicine, for example, than probably any other place in the country.

(WMP: How about the School of Engineering where you produced the first computer?)

Well, we muffed it, too. I mean we produced the first computer and then just didn't build on it. So this should really have been the premier computer center in the world. And it was in terms of time, but we just didn't build upon it.

(WMP: I found out about it in New York. I was at an exhibit over there ....Mauchly and Eckert. So when I came back, I was on the Bok Award committee then...I said...I think, although it was fifteen or twenty years ago that they did this, I think we should give them the Bok Award now 'cause one of the greatest things happen in this world.)

Well, it's just astonishing, and it's unbelievable also, that we didn't keep the patents. I mean, we could have been the richest university in the world. Well, it was more complicated...because it was gotten with money involved too, but still, we could have ended up with....

(WMP: You'd think somebody would have seen the potential of it...more than they did.)

Well, just the way I had great difficulty persuading some of my colleagues that some of the things we're doing now might have that kind of significance for the future.

(WMP: Like what?)
Well, we've let go the Monell Chemical Senses Center, which had been part of the university. It deals with taste and smell and things of this kind. And one of their achievements was developing sweet protein, Monellin. Now, Monellin is unstable; if you take a teaspoon of Monellin and put it in your coffee, between the time it leaves the bowl and the time it reaches your coffee, it will have disintegrated. But one day this bonding problem will be solved. And I think the kinds of work that's going on in the Monell Center is the kind of work that we were doing on Eniac. And my faculty colleagues felt that...no, they didn't like the Monell Center and we let it go free. I was asked and agreed to serve on the board of Monell, and I've also, in severing it, said that in five years I want it reviewed, and I hope we can get it back into the university.

But I think some of the work that is going on there...some of it is nonsense. But that happens in any imaginative lab...but some of it is just first-rate.

(WMP: What sort of things are they getting at?)

Well, I mentioned, for example, the sweet protein...and just think of what that alone would mean...for diabetics, for this whole controversy over beverages, and so on. They're dealing with an extraordinary set of problems on sexual behavior, and a number of things of this kind.

(WMP: You've quite a kingdom here, haven't you?)

Well, it's a very complex place and a fascinating one. And I'm very proud that, I think, working together in the '70s I think we're one of the very few comparable universities, maybe the only one of which I think it can be said that we've improved ourselves, both in terms of program and in terms of finances during this decade.

(WMP: To what extent were your experiences at Buffalo and other places and on the West Coast conditioning for you to make you able to do this job?)

Oh, I think probably they were marvelous for me. See remember, we have not had a history of presidents at the University of Pennsylvania. For most of our history, we never had a president...in sort of good Quaker fashion.

(WMP: You had a provost or something?)

We had a provost who would meet not always with the board, but would meet with the board when they invited him. For much of the 19th century, the board chose a chairman of the day at their board meetings.
(WMP: Incredible.)

The medical school, which was the dominant school for so much of our history, didn't report to the provost until relatively recently. And for all purposes, our first president was Tom Gates, when the Depression hit when the board was worried about the university going under, and they chose a finance man.

(WMP: I think it was a very inappropriate choice of a president.)

Well, it may not have been...

(WMP: At that time, 'cause of the situation.)

...given that period, but that was the first choice. But for all purposes, there have really been only two traditional presidents of the University of Pennsylvania...Gaylord Harnwell and myself. And this sets us apart from all other universities.

But you know, we haven't talked about you at all, Walter, and as long as we're doing this, I want to say what a tremendous admirer Margie and I and so many others have been, of what you were able to accomplish for the city in all these ways over the years...

(WMP: You're very nice to say that. Maybe we should turn the machine off.)

I would say in that key period, outside of Clark and Dilworth themselves, you were probably ...

(Interruption by outside call)

I'm not sure how helpful I'm being to you; I really haven't exactly followed your questions, but I think I've been hitting on most of them.

(WMP: Well, you know better than I what you can talk about. I always make up questions just to get people started.)

I think one of...let me get off on a somewhat different tack, but I think one of the problems, as a kind of student of cities, that struck me is the difficulties Philadelphia has been having in Harrisburg. And here under Democratic administration, Democratic legislature, General Assembly, Philadelphia has been seen as sort of a bad boy.

(WMP: Why is that, do you know?)
I think some of the demands from Philadelphia on the schools and so on, have been part of it. I think some of the isolation by the Rizzo administration...the rest of the state has been another. But I'm not sure that there isn't...that part of this isn't...oh, sort of the old problem of...what in Illinois would be called 'down-state up-state'.

And I'll be interested in seeing what happens after January 16th, when we have an administration that's essentially Pittsburgh-oriented...and how that's going to relate to Philadelphia.

(HMcM: Do you think that the new governor will be more favorable to the university than his opponent would have been...with his reputation for slashing budgets and such?)

I was very cool to Flaherty in terms of what he would mean to the university...

(WMP: You were cool?)

Yes.

(WMP: So was I; I voted for the other one.)

...and I voted for Thornburgh too, so that I'm pleased that he's in. I'm just raising the question that suddenly we have a state administration that comes from the western end of the state. The key figures, I suspect, are going to be very largely from the western end of the state.

(WMP: Lots of good people have come out of there!)

Oh, yes. I mean, my only point is what it means for some of Philadelphia's interests.

(HMcM: Do you have any feelings about who might be our next mayor in Philadelphia...and how that might affect the university?)

Well, there are those who believe that it's a foregone conclusion that Green will be the next mayor. I'm not so sure. I think it's too early to judge that sort of thing.

(WMP: I can't quite fathom him; he seems like a light-weight sometimes, and then other times he seems like a pretty smart fellow.)

Yeah. But, although I like him, he had wanted to go to the law school here and had been turned down for it, and his family resented it very much. But, I think he's been a very good congressman, but I think his interests tend, perhaps, to be a bit more on the Washington level than our level.
His father was more of a boss than young Bill. I think young Bill has involved himself around the Kennedy crowd, don't you think?)

Yeah. But still his interests, I think, are more national than local. I've often seen people who make that shift, then become rather unhappy that they're dealing with local matters when they really would rather be dealing with...oh, foreign policy or the U.S. budget or whatever. But I can't judge that.

Anything else that occurs to you?

Well, I don't think it ever thought of moving lock, stock, and barrel. What I think it thought of doing was having an undergraduate school at Valley Forge...so that the university would still.....it would have been a two-campus institution. I was never in favor of that. This came up back years ago when I was here. I think it...in many ways we would have attracted certain students who would have liked the ambience of a Princeton, and who don't want to come to a school in the center of a city. But I think the undergraduate programs themselves would have suffered. I think our great advantage is for undergraduates here that they can be part of the full range of the university. In your husband's school, an undergraduate engineer can be part of a university with a major research program in engineering and all that's involved in it.

How successful was the university in attracting its faculty to the University City area? I know that when we first came here from M.I.T. in 1963, we lived in West Philadelphia and it was a marvelous community. It was really a very exciting place to be and there were plenty of faculty people doing that.)

Oh, incidentally, a great many people are moving back into West Philly. And the property values are just sky-rocketing just west of here.

Are they high-rise buildings?)

No, mostly not.

There are a lot of lovely old 19th century townhouses and they're very attractive places to live. We were neighbors of Sol Goodgal's and I know that he's been very active in promoting this sort of thing. In fact, we sold our house to
John Edgar Wideman, who was on the faculty for quite a time.)

And who did he sell to?

(HMcM: He sold it to somebody from Camden, and it's changed hands again. And of course, I think it's now going for twice the price that we had sold for ten years ago. But it was a great place to live...it was really terrific.

The other factor that was difficult for us to combat was air pollution. Since then...the ten or twelve years since we were fighting it...it has improved. But at the time it was really a serious problem.)

(WMP: Were you around, Martin, when Joe Clark instituted the Air Pollution Control Board?)

Well, I don't think so...but I remember it very well. Oh, I think we've had a fair number of improvements. I think in recent years, the enforcement hasn't been anywhere nearly what it should have been. I also think that what we let happen with billboards, for example, on the way to the airport, is just shameful.

(WMP: They could so easily beautify that sorespot.)

Oh, it would have been so simple. I mean, for us to.... I think we had a rather remarkable Bicentennial year, but again, you were so involved in this yourself, Walter, we could have had something so much more significant than we did have. And I don't mean the international exposition, but the kinds of things you were attempting to get underway...some of which we did, but many we didn't.

(WMP: Yeah, well, I was too far out (of office) to be...)

Well, you really had real inspiration. It's a great pity it didn't happen.

(WMP: Well, you know, Fred Heldring is carrying on a lot of that.)

With, you know, a group of us from the university.

(WMP: Yes, yes. There're several...I don't know how many are down there now. I sort of backed out 'cause I'm not in town anymore. But I try to keep track of what they're doing.)
Well, we thank you....and have a very merry Christmas to both of you.

(WMP: Same to you....and thank you very much for giving us so much of your time.)

...And one of my New Year's resolutions is to see more of you in '79!

(WMP: Okay, we'll make the same resolution!)