

# Jordan

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to maximize them," said Steve Garban, senior vice president for finance and operations and treasurer.

"He knew that strategic planning was a concept that was new to Penn State. He didn't wait for the concept to be absorbed by everyone," said William W. Asbury, vice president for student services.

The planning procedure starts with each academic, research and administrative unit determining its goals for a five-year period and the resources necessary to those goals.

Using this list, the president, working with the Budget Task Force and the Budget and Planning Committee, implements guidelines to follow in planning the budget.

Besides giving colleges an outlet to request funding, the planning process also allows presidents to make their own initiatives, as Jordan did in the creation of the School of Communications in 1985.

A Jordan brainchild, the School of Communications was based on the old School of Journalism in the College of Liberal Arts, and has since been rated among the top seven such schools in the nation.

William Dulaney, associate dean of the college, said the strategic plan provided office space and equipment for the college and also funded hiring more faculty.

The College of Health and Human Development was created in 1987 as a result of a reorganization of the old College of Human Development and the College of Health, Physical Education and Recreation. University administrators found that several programs within both colleges were putting an emphasis on health studies, and decided to combine the colleges.

"At the time that all this happened, we were deep into strategic planning, and the strategic planning revealed that the two colleges were arriving at a lot of the same things," said Herberta M. Lundergen, associate dean for the College of Health and Human Development.

Campus construction, such as the Biotechnology Institute and the in-progress Agricultural Science and Industry Building, resulted from the first five-year plan.

Jordan said a prime example of the importance of strategic planning is the University's science and engineering research, as well as undergraduate education in the College of Engineering.



Collegian File Photo

University President Bryce Jordan applauds as the Penn State varsity cheerleaders lead a class of 1990 pep rally in Rec Hall.

When Jordan arrived in 1983, he found the college in disarray — research proposals were dwindling. And the college was in danger of failing guidelines set by the Accreditation Board for Engineering and Technology, which rates teaching programs at science colleges every six years.

At the time, the ratio of students to faculty in the college resulted in crowded classrooms and a poor learning environment, said Carl H. Wolgemuth, associate dean for undergraduate studies in the College of Engineering. The college also lacked sufficient up-to-date laboratory equipment for those students, he said.

Under the plan, the college placed controls on admissions and the University implemented tuition surcharges for engineering students to cover the cost of new laboratory equipment.

The college kept its accreditation ranking in 1984. Losing the accreditation, which measures minimum standards, would have shattered the college's image, Wolgemuth said.

University President-elect Joab L. Thomas said last week he would con-

tinue the five-year plans. Although the second five-year strategic plan is already in progress, the process allows for periodic reassessment of priorities so the new president will not be bound by current guidelines, Jordan said.

The second leg of Jordan's master plan was the Campaign for Penn State — the University's first major private fund raiser. Originally slated to raise \$200 million over five years, it was extended by a year and \$100 million.

The campaign raised \$352 million. Launching a major campaign in a University without a strong tradition of fund raising required some management changes, including the hiring of G. David Gearhart as senior vice president for development and University relations.

The Campaign for Penn State is among the top five private fund-raising campaigns initiated by public universities.

Endowed positions, which provide faculty members with extra funds for research, rose from 19 to 140 during the campaign.

Gearhart said the University will continue its private fund-raising efforts with smaller campaigns which will focus on specific parts of the University, such as the Hershey Medical Center and the library system.

Although deans and administrators have said strategic planning and the Campaign for Penn State were successful, Jordan's stool tilts badly on what he admits is its short leg — state funding.

But securing appropriations has been difficult in Pennsylvania, which was ranked 47th among the 50 for per-capita funding of higher education in 1986, the last year for which figures are available.

When Jordan entered office, state funds accounted for about 25 percent of the University's budget. About 20 percent of the 1990-91 budget comes from state funds.

For the past 23 years, the state has been unable to fund the University's full appropriation request. To make up the balance the University has raised tuition. Although Jordan said before he began his term that tuition was increasing at an alarming rate, he still contends that a Penn State education is a relative bargain.

Tuition for in-state undergraduate students was \$2,118 per year when Jordan took office. It is now \$3,978.

Individual colleges also feel the sting of insufficient state funding, and must often seek government and corporate grants to make ends meet.

"It certainly has been a concern and a problem in our college," said John A. Brighton, dean of the College of Engineering.

"I think Dr. Jordan has made tremendous efforts to put that information in front of the legislators," Brighton said.

State Rep. Roger Madigan, R-Bradford, also a University trustee, said Jordan established a good rapport with the state legislature by being forthright about the University's funding needs.

Jordan took the helm of the University at a critical time when opportunities opened up for research institutions, said William C. Richardson, Jordan's former executive vice president and provost.

"President Jordan set the University on a very ambitious course in 1983 that would have been very difficult otherwise," said Richardson, now president of Johns Hopkins University.

# Thomas

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Thomas's wife, Marly, said his knee no longer bothers him, although it does signal some weather changes.

A star fullback, Thomas was offered a full scholarship to the University of Alabama, but turned it down in favor of Harvard University's biology program.

"It was quite an adjustment to go from a small high school to Harvard. It was very demanding," Thomas said.

Although he came from a family of educators, Thomas wanted to follow in the footsteps of his brother, James, now a Tuscaloosa physician.

"He had been a hero for me," Thomas said.

But Thomas, impressed by the higher-level biology courses, caught the teaching bug his senior year and finished his master's and doctoral degrees in biology at Harvard.

With some financial support from his parents, Thomas put himself through school through scholarships and odd jobs, including a stint as a porter and several on campus paint crews.

"I was rather frugal," Thomas said. "I didn't spend much money while I was there, and I didn't dress too well."

But his shabby clothes made no difference to Marly Dukes, a Radcliffe College sophomore from Idaho, when the two met at a youth group open house in Cambridge, Mass.

"I was attracted to him from the very beginning," she said. They married on Dec. 22, 1954 in Boise, Idaho and returned to Cambridge to finish college.

Thomas said his Harvard education gave him valuable experience in understanding the North. But after two years as a Harvard teaching fellow, he decided to move South again.

"I considered very seriously staying at Harvard," Thomas said. "But I just decided it would be to my advantage to add some diversity to my life."

In 1961, a decade after turning down the Crimson Tide football scholarship, Thomas returned to the University of Alabama in Tuscaloosa and worked his way up the ranks of assistant, associate and full professor of biology.

He was appointed dean for student development in 1969, and in that position perfected a knack for relating to students — a talent that remained after his 1976 appointment as chancellor of the North Carolina State University in Raleigh.

Nash Winstead, N.C. State's vice chancellor and provost, said on at least one occasion, Thomas went to a bar with a group of students.

"That was, of course, in the time when the law said you only had to be 18 to drink," said Winstead, who was Thomas' partner in a Raleigh wine-tasting group. And as a caveat to Penn State students, he added: "Don't get into a contest with him — he can turn a beer upside-down faster than anyone here."

Thomas established a good rapport with students and he was equally able to communicate with the North Carolina state legislature, Winstead said.

"It was really something to see him go up and outline the system's needs before the legislators," Winstead said.

In 1981, Thomas returned to Alabama as president, and served for seven years



Collegian File Photo

Joab Thomas

as the university's minority recruitment increased. Thomas said he wants to improve this area at Penn State.

Thomas has a keen understanding of issues facing African-American students, said Cordell Wynn, a member of the University of Alabama Board of Trustees and president of Stillman College — a traditionally-black college in Tuscaloosa.

"He's had exposure," Wynn said. "Upbringing is part of exposure. He's had the opportunity to associate, to be around black people. He cared enough to learn. I've had some pretty tough experiences with northerners. I have found a lot of northern whites to be patronizing — on the surface."

Thomas initiated a partnership between the two institutions through which Stillman students could complete two degrees at both institutions in five years, Wynn said.

Thomas resigned from the Alabama presidency in 1988, following some fans' disapproval of his choice of Bill Curry as Alabama's football coach. Curry had a losing record at Georgia Tech, but also displayed a commitment to academics.

The media attention over reported death threats was overblown, Thomas said. He resigned to return to teaching biology at Alabama, not because of the controversy over Curry, he said.

"There was one such telephone call, and that's all there was," Marly Thomas said. "I did not feel threatened personally."

Following his resignation, Thomas took a semester's sabbatical at N.C. State to study plant pathology.

As an outdoorsman, Thomas enjoys his studies nearly as much as fishing, hunting and hiking.

"One of the delightful things of being a botanist as a professional is that you get to spend a good deal of time in the outdoors — professional time, which doesn't feel like work," he said.

"I wouldn't rule out the possibility, but by the time I finish a full career at Penn State, I will be pretty close to retirement age, and I don't know if I'd be able to teach," Thomas said.

# Execution

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view early in the morning on the scheduled day of execution. The prisoners stay with their minister in a cell on death row, Anderson said, until about 9 that night.

Twelve witnesses, the executioner and the minister wait in the execution chamber for the prisoner, said Jack Allar, Rockview's deputy superintendent. Six witnesses are members of the media, chosen by the governor's office, and the remaining six are chosen by the

prison superintendent.

The prisoner is placed in the oak chair. Guards strap down his arms, feet and chest. Officials place electrodes on the prisoner's scalp and leg and a leather mask is draped over his head, Anderson said.

During the actual process of electrocution, about 2,300 volts of electricity are sent through the prisoner's body, according to a 1986 *Pittsburgh Post-Gazette* article.

The body's temperature increases, in

some instances rising to 150 degrees. As the current is started and stopped, Anderson said, the prisoner's flesh burns slightly.

If Greenleaf's legislation is adopted, most of the pre-execution activity, such as transferring the prisoner to Rockview, will remain the same.

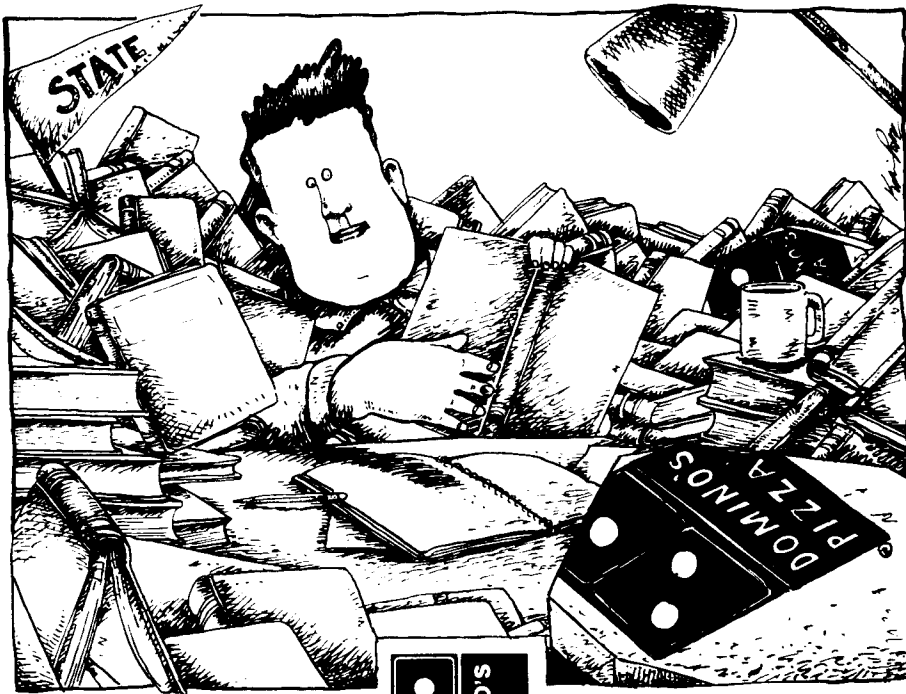
But for the actual execution, the prisoner would be strapped to a table and intravenous needles inserted into his arm. Tubes would connect the needles to a bottle of saline solution containing

two drugs: one a fast-acting barbiturate that renders the prisoner unconscious, usually within 30 seconds; the other a muscle paralyzing agent that will either stop the lungs or the heart.

Death usually occurs within three minutes.

Bill Andrign, council to the House Judiciary Committee, said Greenleaf's bill to change the state's means of execution to lethal injection will probably be considered in the fall.

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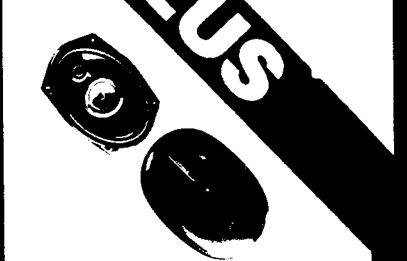
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