March 2009

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JEFFERSON DEVELOPS STRATEGY
FOR CHALLENGES OF THE EIGHTIES
1980-1982

AT THE DAWN of the 1980's, America seemed to be suffering from a feeling of malaise, a loss of self-confidence. The nation that had been the world's greatest optimist appeared to be stumbling around in a fog of uncertainty about the future. The hot-tub culture of the 60's and 70's, with few restraints on social behavior, had warped traditional moral values and had not solved any problems. Contradictions abounded in government subsidies of tobacco growers and campaigns against smoking. Dairy product price supports cost the taxpayers $250,000 an hour while thousands of poor went to bed hungry at night. The distribution of surplus cheese was a welcome palliative.

There were, however, a few signs on the horizon that the country was at the point of reawakening of spirit. The trend was more away from the individual toward the community with less dependence on a paternalistic government. This was one of the 1980 campaign themes struck by Ronald W. Reagan, a movie actor turned politician and former governor of California. He won a stunning victory over Jimmy Carter in capturing 43 states and ousting an incumbent president for the first time since 1932.

The Carter administration, which had begun on such a hopeful note, was plagued by such problems and embarrassments as the start of an economic setback, the Abscam scandals, an abortive attempt to rescue the 52 Iranian hostages (finally freed on January 20, 1982, after 444 days in captivity), the Soviet invasion of
Doris E. Bowman, Director of the School of Nursing, appears deeply touched at the unveiling of a portrait of herself, which was presented to her as a surprise by the Class of 1980 at Commencement. In center is Katherine E. Martens, class president. Just behind Miss Bowman is Sister Bernadette Marie Ravenstahl, vice president of the class. Peeking around the portrait is Judith L. Troutman, class treasurer.

Katherine Woods, president of the Class of 1982, examines display case of dolls dressed in period student nurse uniforms. On top shelf (left to right) are those for: winter, 1891; summer, 1891; and year-round, 1894. On lower shelf (same order) are uniforms for: 1933-1938; 1938-1948 (with winter cape); 1949-1958; and 1959-1982.
Afghanistan, the assimilation of 125,000 Cuban refugees, and the antics of brother Billy. These and other more or less significant events obscured the singular achievement of the Camp David agreements as a progressive step toward peace in the war-torn Middle East.

The game plan for the new Republican team in Washington was clear. Cut taxes, boost incentives for business to invest, and the resulting boom will revive such ailing industries as housing and automobiles, create thousands of new jobs, and get the lagging economy rolling again. In the first session of the Reagan administration, a cooperative Congress ended the New Deal with big tax cuts in a wide array of social programs and adopted a $750 billion tax reduction package spread over five years. The results of this highly touted supply-side economics approach toward restoring the nation's financial health were anxiously awaited.

But several unfortunate roadblocks sprang up on the way to the anticipated boom. Interest rates remained astronomical, and a deepening recession snuffed out new investment plans. Unemployment soared, although inflation moderated slightly. Budget director David Stockman’s candid reflections in the *Atlantic Monthly Magazine* about the program left him looking like the unflattering end of a Trojan horse. In spite of expected record budget deficits of over $100 billion in the next few fiscal years, Reaganomics may yet accomplish many of its goals. Only time will tell.

Despite the furor raised by some of his proposals, Reagan was credited with keeping such campaign promises as the appointment of a woman to the United States Supreme Court, and his personal popularity remained high. Deep sympathy and shock were expressed when he was shot in the chest by an emotionally disturbed youth on March 30, 1981. Among those attending him at the hospital were three Jefferson Medical College graduates. The Reagan shooting incident was followed by a like attempt on the life of John Paul II in Rome in May and the tragic assassination of statesman Anwar Sadat in Egypt in October. These dire events, plus the agony of Poland and El Salvador, were partially offset by the worldwide rejoicing in the marriage of Prince Charles of Great Britain and Lady Diana Spencer in July, 1981, a ceremony watched by an estimated 700 million television viewers. But, even
Three members of the Class of 1982 model student nurses' uniforms of different eras. Linda Yarnall (left) is decked out in the uniform of 1894 with Bishop's collar and floor-length skirt. Ellen Holohan (center) is dressed in the uniform worn from the late 1930's to the late 1950's. Bib and apron are still in place, but the skirt is a bit higher, and collar is open. Kathleen Santangelo sports the one-piece, wash-and-wear uniform of 1959-1982 with short skirt.
as the members of the School of Nursing's last graduating class were winding up their final assignments and examinations, war broke out between Argentina and Great Britain over possession of the Falkland Islands.

Philadelphia Tercentenary

In the fall of 1682, when William Penn disembarked from the good ship Welcome, at the present site of Philadelphia, he was looking to the future in founding his "greene countrie towne." Following Penn's lead, the city fathers have sought to recall Philadelphia's rich historic past of 300 years as a compass in charting the city's direction in the years ahead. Hence, the name Century IV was chosen as the theme for a year-long program of special events to showcase the best of Philadelphia and emphasize its pre-eminence in insurance, law, education, and medicine; its arts, restaurants, architecture, and cultural institutions; its people and their neighborhoods.

The shoestring budget of $3 million allotted to the Century IV project, compared to the $184 million spent in Philadelphia in 1976 for the nation's Bicentennial, represents a bold challenge to obtain maximum benefit per dollar expended on a celebration that is both meaningful and in keeping with the tone of the times. The foundation for more than 150 events, exhibits, parties, and festivals connected with Century IV is built on the principle of enhancing Philadelphia's image as an international city on the move.

Like many other older Northeast cities, Philadelphia has been caught in a revolution as significant as the shift from agriculture to manufacturing in the 19th Century. Information technologies are the new growth sector in the Eighties. Between 1972-1980, 200 plants of more than 30 employees in the eight-county Philadelphia metropolitan area closed with a loss of 42,000 jobs. An additional 15,000 jobs were lost when 43 businesses relocated elsewhere. Even The Bulletin, the city's leading evening newspaper for 134 years, died of financial strangulation in early 1982.

Yet there are solid indications that Philadelphia is being tugged into a Fourth Century renaissance by dynamic forces. The adjustment to service industries and the opening up of new frontiers
The three girls, who modeled student uniforms of the past and present (see preceding photo), made such a hit in a limited try-out that they were asked to do an encore at Commencement. Presenting them to an enthusiastic audience is Doris E. Bowman, Director of the School of Nursing.

Linda Yarnall, the last of 5,087 graduates of the School of Nursing, is pinned by Director Doris E. Bowman. In left background is Mrs. John I. Kreemer, Past President, Women's Board, Thomas Jefferson University Hospital, who presented the diplomas to the Class of 1982. Linda also won the Women's Board Prize for demonstrating the greatest versatility and cooperation in nursing situations.

Debra Bader (left) and Madonna Schuster, both members of the Class of 1981, were co-captains of the Student Nurses' Basketball team during the 1980-81 season. Each of them is holding one of the many trophies won by the School teams over the years. The two girls are now employed in Nursing Service at TJU Hospital.
in science is already taking place. Cranes, earth movers, cement mixers, and swarms of construction workers are busy in center city erecting new office buildings, hotels, a commuter rail link tunnel, parking garages, etc. Convention bookings and tourist traffic are on the upswing. The area’s renowned educational institutions are gearing up to prepare students for such emerging growth fields as telecommunications, semiconductors, software, personal and business computers, etc. Medicine, too, is big business in Philadelphia with a plethora of outstanding hospitals, medical schools (six of the state’s eight), research facilities, and laboratories uniquely equipped to provide the information and knowledge so crucial to the biotechnical revolution.

Jefferson Firms Up Goals

The management of Thomas Jefferson University recognized that the 1980’s present “hardball” challenges in preserving both program quality and fiscal stability in the face of declining tax support for all academic institutions. The impending shrinkage in federal educational aid to students, particularly at the graduate level, portends an inevitable rise in tuitions and a decline in applications. Much to its credit, however, there has been no parallel fall in the quality of the student body at Jefferson. The average score of its school students, for example, has been well above the national average.

After three years of careful study, Jefferson’s Strategic Plan for the 1980’s is firmly in place. It contains 38 recommendations for strengthening nearly every aspect of education, research, clinical care, and management functions. These recommendations are fixed on five basic cornerstones:

1. Jefferson’s future should be built on its numerous strengths as an academic health center rather than on previous aspirations to become a comprehensive university with non-health oriented components.

2. A better balance will be sought among patient care, education, and research by giving greater emphasis to the scientific pursuit of new knowledge.

3. Financial and organizational stability should not be endangered by unwarranted growth for its own sake during a
A Commitment to Excellence

period of change in health professional education, research, and patient care.

4. Improvement in the quality of its existing programs through limited and well-planned innovation should have first call on investment of university resources.

5. Future planning must be oriented to perceived needs and capabilities in the private sector as tax-based support for education, health care, and research declines.

These fundamental concepts obviously require the exercise of creative leadership while maintaining Jefferson's traditional economic stability. The continued loyal support of faculty, alumni, and students augurs well for the future. Not to be forgotten, though, are the priceless contributions made by men and women in past years to the building of a world renowned academic medical center. The entire university family paused in December, 1981, to mourn the passing of William F. Kellow, M.D., dean emeritus of Jefferson Medical College, and Elizabeth J. Sweeney, R.N., former director of the School of Practical Nursing. Edward H. Kotin, M.D., retired clinical assistant professor of medicine at Jefferson Medical College, also died early in 1982. The work of these and their many distinguished predecessors are an inspiration to those who aim today to provide the front line service in academic medicine that Jefferson pioneered since 1924.

Nursing in Transition

In keeping with the decision by the Board of Trustees to confine nursing education to the single baccalaureate degree program, Jefferson closed down its one-year course in practical nursing in 1980. Begun in 1964, the practical nursing program graduated 628 licensed practical nurses (L.P.N.'s) during its 16 years of operation. Students received a minimum of 1,500 hours of instruction during the 12-month training period.

Meanwhile, the School of Nursing embarked on its three-year phase-out program with the last class to be graduated in June, 1982. From the start, the shutdown was an orderly one with no retrenchment whatsoever in the high standards which had characterized the School since its inception in 1891. Indeed, many hours went into the preparation of a final report for continued
accreditation by the National League for Nursing (NLN) in November, 1980. In June of that year, 74 students were awarded their diplomas and pins. One of the highlights of the commencement exercises was the presentation to the university of a portrait, commissioned by the students, of Miss Doris E. Bowman, Director of the School since 1958. It is now on display in the Scott Memorial Library.

An unpleasant chore in the summer of 1980 was the termination of a third of the school faculty, some of whom had served for many years and contributed considerably to the growth of the School. One of these was Patricia Zarella, R.N., B.S.N., a member of the Class of 1951, who had been an instructor in Fundamentals of Nursing for nearly 22 years. A highly respected and popular teacher, she was asked by the Class of 1981 to be its commencement speaker. In her address, Miss Zarella set forth the many challenges which confront the nurse today on all fronts, such as keeping abreast of new medical advancements, drugs, and innovative nursing practices. The days of learning are never over. She admonished the graduates to remember that the patient is the central figure and is entitled to continuity of care. Diploma nurses, she implied, have a definite roll to fulfill and should never consider themselves as second-raters. The Jefferson pin itself is a declaration that the wearer is a highly competent and well-trained nursing practitioner.

A time-consuming project in 1981 was the conversion of graduate records to a more compact and efficient microfiche system compatible with the College of Allied Health Sciences system. This was no small undertaking in view of the fact that over 5,000 graduate records had to be converted for eventual transfer to the Office of the Registrar at the College of Allied Health Sciences.

As of now and for the foreseeable future, the diploma graduates are united in their desire to retain their identity as the Alumni Association of the School of Nursing. There is no present intention of soliciting memberships from graduates of the Department of Baccalaureate Nursing.

On June 10, 1982, the 38 members of the last class to graduate from the School of Nursing wound their way under the traditional arch of roses. The joy of the occasion was a bit marred by the
realization that this was the end for one of the finest schools of nursing in the nation. But even in the misty eyes of many of those in the audience was a reflection of pride that this School was bequeathing to posterity a rich legacy of outstanding nursing service to communities and people at home and abroad.

At some distant point of time in the 21st Century, the last "Jeff" nurse will answer her final call. When she is laid to rest for eternity beside her 5,000 sisters and brothers, a fitting inscription for a memorial to them all might be: "Nursing of the sick, the dying, the rich, the poor, the young, the old, the black, the white, claimed your love and your life on this earth. May all the blessings of Heaven be yours for now and forever."

*Passing under the traditional Arch of Roses at Commencement are: Lawrence Abrams, Ed.D., Dean, College of Allied Health Sciences, Thomas Jefferson University; and Kathleen A. Carlson, R.N., '68, Assistant Executive Director, Pennsylvania Nurses' Association, who gave the Commencement address to the Class of 1982.*