

---

# NEWS IN BRIEF

---

## REPORT FROM HARRISBURG

Governor Milton Shapp last week signed bills that award the University of Pennsylvania its delayed \$6 million for the 1970-71 budget and a delayed \$50,000 for the University Museum.

In addition, he signed the legislature's two bills appropriating an aggregate of \$10,517,000 to the University, the School of Veterinary Medicine, and the University Museum for 1971-72.

Still awaiting action by the legislature is the School of Medicine's proposed appropriation of \$2,563,000.

It is part of a \$23 million package requested by the Governor for all of the state's medical schools. All of their appropriations have been held for further study in the General Assembly when it reconvenes in October, according to Vice President E. Craig Sweeten.

## DISPUTATION AMONG PROFESSORS

Opening Exercises today at noon in Irvine Auditorium will break tradition to present a disputation by four Benjamin Franklin Professors instead of a principal speaker.

Examining "The Future Role of Science in Education" will be Professors Thomas C. Cochran, Robert E. Davies, Loren C. Eiseley and Charles C. Price. President Martin Meyerson will lead the Opening Exercises.

Faculty will be guests of the New Student Week Committee for a picnic on College Hall Green after the program.

## FACULTY-FRESHMAN DAY

An innovation in New Student Week orientation is Faculty-Freshman Day tomorrow. Last spring at the call of Dean of Students Alice F. Emerson and Professor James F. Ross, faculty members from instructor to Provost volunteered to introduce freshmen to their favorite subjects. Enrollment in the one-day venture was limited to 1000 freshmen, but over 1600 applied for the 68 courses in the arts and humanities, law, medicine, business and engineering.

## THE POTLATCH: Never on Monday

The University Museum's new restaurant, The Potlatch, opens today. It will be open from 10 a.m. to 4:30 every Tuesday through Saturday (luncheon served 11 to 2), and on Sundays for late luncheon. Like the rest of the Museum, it will be closed Mondays.

The Potlatch—named for a ceremonial festival of the Northwest Coast Indians and decorated with Museum artifacts from the region—is in the new wing overlooking the courtyard. It is air-conditioned and seats 75. Group dinners and cocktails may be arranged by calling EV 6-7400.

## NO WOODROW WILSON COMPETITION IN 1971-2

Woodrow Wilson National Fellowship Foundation's National Director, H. Ronald Rouse, has announced that the 1971-72 competition for First Year Fellowships to be held in 1972-73 will not be held.

"The decision to suspend the fellowship program temporarily was made by the Board of Trustees," Dr. Rouse said.

(Continued on Page 8)

## IN THIS ISSUE

- SENATE: *Summary of the '71 Summer*
- FORUM: *Isidore Gersh and Lloyd Daly on Tenure*
- APPOINTMENTS: *Dean of Admission and others*
- COUNCIL: *September 22 Meeting; Status of Women*
- PROMOTIONS • MUSEUM • *1971-72 Calendar*
- BULLETINS • *Undersea Study • Salary Survey*

---

# Almanac

Volume 18, Number 2

September 7, 1971

Published weekly by the University of Pennsylvania

---

## THE FEDERAL FREEZE: SOME CAMPUS REPERCUSSIONS

President Nixon's Executive Order 11615, which froze wages and prices effective August 14, is still undergoing interpretation as it relates to college and university income and salaries. But among specific effects known so far, Vice President Harold E. Manley listed the following at the University:

### Income

**TUITION:** The \$200 increase announced earlier in the year is allowed, in accordance with the Cost of Living Council's ruling in the *Federal Register* August 24.

**RESIDENCE:** The University has received an opinion from counsel that its announced increases can go through for the dormitory system. The American Council on Education reports that "If there were substantial transactions during the base period (confirmed by deposits), the increase may be charged."

**DINING:** Although the University is awaiting an opinion on student board fees, it appears likely there will be no increases in direct meal purchases.

**BOOKSTORE AND RELATED SERVICES:** All prices are frozen under the federal guidelines.

**HOSPITAL RATES:** Both HUP and Graduate Hospital's rate increases had already taken effect July 1.

### Wages

Under the rulings and interpretations so far handed down, the wages of some A-3 employees and the members of two unions will be affected.

**A-1 PERSONNEL:** Salary reviews had been completed by July 1 and raises were already in effect.

**A-2 PERSONNEL:** The Cost of Living Council has ruled that teachers eligible for a 12-month salary option may receive their increases on contracts taking effect before August 15, *whether or not they chose to exercise the option.* Univer-

(Continued on Page 8)

---

# THE SENATE

---

*From the Chairman:*

## SUMMARY OF THE '71 SUMMER

Welcome back! I had been advised that very little of moment would occur on campus during the summer months ("almost nothing," quoth my two predecessors); but these assurances proved to be rather illusory. Let me briefly point to some among sundry developments. (I shall have a full report at the regular fall meeting of the Senate, Wednesday, October 20, at 3:00, in Stiteler Hall, B-6.)

1. We now have an *ombudsman* in the person of Joel Conarroe, Associate Professor of English, who has plunged into the manifold tasks of his two-year tenure with élan and imagination. (In the instance of his appointment—as well as that of others that were necessitated during the summer months—the Administration consulted closely with your Senate leadership.)

2. The *ad hoc* Committee on the Reorganization of the Faculty continued its important work throughout the summer. Its initial chairman, Mike Jameson, Classical Studies, went on a year's leave at the end of June; Senate Chairman-elect Jean Crockett, Finance, then carried on for him with a small sub-committee; and as of September 1 the full committee will be headed by Bob Eilers, Insurance and Health Economics. An interim report was mailed to all members of the Faculty Senate on July 23. A consultative committee of five members of the Faculty to advise on the selection of a Vice Provost or Assistant Provost, with responsibilities in the area of undergraduate education, was nominated by the Senate Advisory Committee. (Acceptances have been received from Stuart Churchill, Chemical Engineering; Van Harvey, Religious Thought; Barbara Ruch, Japanese; and William Whitney, Economics.) You will be kept fully apprised of developments this fall.

3. Committees have been at work during the summer on such important topics as the Economic Status of the Faculty; the Guidelines on Open Expression; Equal Opportunity; the Honors Code; the Judicial System; and Parking. At its first meeting on September 22, the newly constituted Council will resume its deliberations on the Cohn Report (Status of Women).

4. Considerable thought has been given, and some meetings have been held, concerning the wisdom of the appointment of a labor relations expert for the University. In my own judgment such a step is not only desirable but essential, and I hope that it can be implemented speedily.

5. Last, a *caveat* and a plea: The campus was victimized by a scandalous amount of vandalism and thievery throughout the summer, extending both to real and personal property. Among the former, Bennett Hall and the pool-gymnasium areas bore the brunt; most afflicted among the latter were private automobiles. One of the parking installations suffered some 17 officially reported instances of breaking into and robbing of duly parked cars in one five-day period in early August, among them the smashing of eight windshields on one day! (My own car was victimized twice in four days.) Urgent representations to the various officials concerned (I participated in several meetings) have, hopefully, resulted in some amelioration. The Director of Security and Safety, Don Shultis, is very much on top of the problem—but needless to say, much remains to be done and the budgetary situation is hardly conducive to dramatic changes.

Even if we could do so, we assuredly would not, and should not, wish to turn the campus into a "*Festung Penn.*" It seems to me, however, that in the interest of the most rudimentary considerations of safety and security, we all have a duty to be more alive to, aware of, and supportive of elementary precautions against vandalism, theft, robbery, burglary, and unauthorized entry. Let us cooperate in full measure.

*Henry J. Abraham*

---

# FORUM

---

Conducted by the Senate for the Faculty

---

*The traditional tenure system for colleges and universities has been under debate recently in campus and national media, in faculty senates and faculty lounges across the country. University of Pennsylvania faculty members who wish to add their views may send them to ALMANAC or to Senate Editorial Chairman Phoebe S. Leboy.*

## A Penalty to Young and Old

*by Isidore Gersh*

The discussion of academic tenure by Arnold Eisen last spring was provocative, as demonstrated by several articles published subsequently in the *Daily Pennsylvanian*. I believe the institution of tenure has been useful, despite its weaknesses. It protects against undue prejudices and pressures. It is thus conducive to a peaceful state of mind relatively free of irrelevant distractions, which favors scholarly work and teaching. It encourages greater depth of analysis and more thorough study. On the other hand, it may result in one of two extremes: (1) neglect of scholarly work and teaching, and/or (2) encouragement of administrative power plays. Both are undesirable deviations in an academic society. The one is akin to copping out, and the other hamstringing productive activity on the part of colleagues. The present method of assuring tenure chiefly for associate professors and professors penalizes the young and the old. The young are deprived of the security which may be so conducive to originality and thoroughness at a time when they need it most. And the old, perforce, are compelled (grudgingly) to remain at the lowest salary possible in return for the security achieved with tenure. Both the young and the old are exploited by the tenure system. This leaves as possible "winners" the in-between group, those who have just achieved tenure; and their gain is, as indicated above, only short-lived. There is no doubt in my mind that by and large the advantages of tenure have far outweighed the disadvantages.

The question arises whether an academic union might not be more effective in promoting security for all ranks in the University. This is not to say that unionization will automatically solve all the problems left unsolved by the tenure system. In particular, the problem of providing security and freedom from arbitrary procedure while encouraging continued scholarly effort, will not be resolved until there is a guaranteed minimum, but adequate, living wage for all, and until a faculty member can be discharged or displaced with-

out subjecting him to undue hardship or disgrace. What I am suggesting is that the institution of tenure be replaced by that of unions. The academic unions, like all other industrial unions, will provide for: (1) uniform salary ranges for all ranks, and effective grievance committees for the protection of faculty of all grades against arbitrary actions, and (2) a system of accountability of faculty at all levels as to creativity, teaching, administration, and other responsibilities (such as patient care), wherein input from students, clients, faculty, and administrators would be important. Both aims are difficult to achieve at the present time, but I believe reasonable solutions can be reached with continued study and experience.

Unions generally act as adversaries to businesses; effective academic unions will surely act similarly vis-a-vis university administrations. This does not mean that the *members* will act as adversaries; on the contrary, it would be in the interest of every union member to promote the well-being and welfare of the whole University community. Relieved of frustrated feelings of hostility toward a frequently unresponsive administration, and of the competitive rat-race for promotion, tenure and support, he would be freer to teach and to cooperate, and to develop and expand his more productive scholarly qualities. It is necessary to raise the unpleasant question whether universities have not acted for many years as adversaries to their faculties. As my chairman of thirty years ago said: "Make no mistake about it, the University, like any business, will pay the lowest salary it can get away with." (The situation has not changed for the better since then.) This simple statement need not be confirmed and extended by a recitation of the market-place activities engaged in by university administrations. One custom only should be mentioned—that of imposing a one-sided confidentiality on the matter of salaries as practiced in many private universities. (The salary range for each rank in publicly supported Universities is a matter of record accessible to all.) One of my mentors now over 80 years old regards this secrecy as the greatest impediment to the attainment of just salaries. An even greater impediment, to my mind, is the failure of academicians to regard themselves as workers, rather than as members of an aspiring elite.

### A Costly Product

We should realize that education has been, and will always be, the most costly industry in the nation, the cost per unit "product" necessarily being exceedingly high. It is also the most wasteful in that the "products" frequently become obsolete in terms of scholarly output or teaching capacity. This should be recognized in educational circles and opportunities for readjustment, reeducation and reevaluation should be available. In a society differently organized, it may in the end be cheaper to develop such procedures in order to enable each academician to contribute maximally to the general welfare while at the same time expanding his own capabilities. While unions in our present society have not begun to achieve these idealistic aims, they are a step in the right direction. They could play a very constructive role in universities not only with respect to salaries, grievances, and security, but also in promoting academic democracy, in improving academic conditions and in fostering attitudes conducive to development.

## Qualities of Independence

by Lloyd W. Daly

The first time I ever became aware of the significance of academic tenure was when I learned that an older colleague had resigned his professorship at a university and moved to a small college. He had resigned in protest over the dismissal of a fellow faculty member whom he may not even have known very well but whose dismissal he felt to be unjust. This was the atmosphere in which present-day tenure practices and policies grew up. The power of administrative officers and trustees of institutions of higher education had generally been absolute and was not infrequently exercised with high-handed arbitrariness.

At a time when the training period for aspirants to respectable academic positions was already protracted and training for an academic career was already likely to mean that one was overqualified for other desirable forms of employment and the supply frequently, if not usually, exceeded the demand on the job market the reaction of reasonably intelligent men to a threat against the security of the profession was perhaps predictable. Organization of the profession, with the cooperation of self-respecting institutions with an enlightened self-interest, produced a set of principles regarding tenure, and it was demonstrated that disregard of those principles could be indulged in only with considerable loss of prestige to an institution.

### A Responsible Act

I understand tenure to be the right to continue to occupy an academic position with the perquisites and emolument appropriate to it so long as the incumbent is not guilty of incompetence or moral turpitude and has not reached an announced compulsory retirement age, and so long as the institution remains financially solvent. The granting of this right to an individual is, or should be, a deliberate and specific act on the part of the responsible administration of an institution. Such an administration needs, if it is to fulfill its responsibilities, to assure itself that each candidate for tenure is fully worthy of such confidence. Then it may properly use the grant of tenure to protect itself against the loss of a valued faculty member to another institution.

If this kind of mutual understanding is to work the institution must obviously be allowed ample time and opportunity to assure itself of the desirability of making the grant of so valuable a right. The recognition of a specified period of untenured employment as a reasonable means of achieving this end has been the result.

I have been on both sides of the academic fence, on the administrative and on the faculty side (both tenured and untenured), and I hope I have been the same person and talked out of the same side of my mouth at all times. The tenure system is not a perfect mechanism for achieving its ends. I suppose it is not necessary to say that, like any human institution, it is subject to the human weaknesses of those who try to make it work. Tenure is sometimes granted to persons who turn out not to merit such confidence, and, less frequently I am sure, it is denied to persons who turn

(Continued on Page 4)



---

# APPOINTMENTS

---

## DEAN OF ADMISSIONS

Peter T. Seely, former associate director of admissions at Yale University, is the new Dean of Admissions and Financial Aid at Pennsylvania.

He was nominated by a faculty-student search committee to replace Dr. George A. Schlekut, who has rejoined the Educational Testing Service at Princeton as Director of the College Entrance Examination Board's guidance and admissions program.

Mr. Seely will report directly to Provost and Vice President Curtis R. Reitz, who said the new Dean "will integrate the admissions function into the mainstream of the educational processes of our undergraduate schools."

At Yale, Mr. Seely was also administrator for computer services and a member of the undergraduate admissions research committee. He developed Yale's new rolling decision program, in which notification of acceptance is made throughout the year rather than on the Ivy League schools' common notification date in April.

---

## Duty on Tenure (Continued from Page 3)

out to have been fully worthy of it. In all this I assume that everyone concerned is acting in good faith.

It is also possible for the tenure system to be misused either deliberately or unwittingly by administrations. Parenthetically, I suppose it is hardly to be expected that an individual will, or ever has, refused tenure when it is offered to him. At times when demand exceeds supply on the job market the grant of tenure may be carelessly used as part of the package made up to attract or retain a candidate whose qualifications for permanency have not been sufficiently considered. It may also be that an institution is or becomes so large that it cannot, through its administrative officers, adequately assess the qualifications of those to whom it grants tenure. In that case it is absolutely too large from this point of view.

Whatever the faults and weaknesses of the system, and I have not tried to canvass them all, it seems doubtful to me whether institutions can abandon it. The insistence on the part of some that untenured faculty members enjoy all the advantages of tenure is clearly contrary to the system and, in my opinion, contrary to the interests of all concerned. It must be remembered that I am not here considering the question of academic freedom or possible infringements of it. Unionization of faculties with an attendant loss of independence and self-determination on the part of the individual faculty member is the direction in which such insistence seems to me to point. Those who wish to protect the incompetent as well as the competent and to make it possible to hide within a monster organization will perhaps wish to take this direction.

If we are to retain the usually highly valued qualities of independence and self-determination in our faculties the tenure system must, it seems to me, be made to work, as it has in the past, to the end that institutions may have the best faculties they can otherwise attract—faculties made up of men and women who will not tolerate the prospect of arbitrary dismissal.

## LAW LIBRARIAN

Richard Sloane, an attorney formerly in charge of the library of the New York law firm of Cravath, Swaine and Moore, has been named Librarian of the University's Biddle Law Library. He succeeds Morris Cohen, who has become director of the law library at Harvard.

Mr. Sloane is a member of the American Bar Association's Special Committee on Law Book Publishing Practices. His *Recommended Law Books*, published by the ABA, won the Joseph L. Andrews Award of the American Association of Law Libraries in 1970, and he is now editing a series of ten basic books on legal subjects for Federal Legal Publications.

## ACTING VICE PRESIDENT: Medical Affairs

Dr. Luther L. Terry has resigned his administrative duties to devote himself to full-time teaching as Professor of Community Medicine, to be succeeded by Dr. Robert D. Dripps as Acting Vice President for Medical Affairs. Dr. Dripps is Chairman and Professor of Anesthesiology in the School of Medicine.

President Meyerson said he will appoint a committee to search for a successor to Dr. Terry. Its first task will be to study the future role of the chief medical administrative officer within the University and his relationship to government and other external groups concerned with the medical professions.

## ACTING DEANS: Wharton School

Dr. Richard C. Clelland, Chairman and Professor of Statistics and Operations Research at the Wharton School, becomes Acting Dean this month as former Dean Willis J. Winn assumes his new post as President of the Federal Reserve Bank in Cleveland. A search committee is being formed to select a new Dean.

Dr. Clelland has been chairman of several major committees including the Council Committees on Financial Aid Policy and on Financial Planning.

## ASSOCIATE DEAN: Annenberg School

Dr. Charles R. Wright, Professor of Communications, has been appointed Associate Dean through December, 1971, to act as Dean during Dr. George Gerbner's scholarly leave of absence. Professor Sol Worth served in an acting capacity during the summer.

## ACTING DIRECTOR: General Studies

Dr. Donald S. Murray, Professor of Statistics, has been named Acting Director of the College of General Studies during the 1971-72 scholarly leave of Dr. Arleigh P. Hess, Jr. Dr. Murray continues as Assistant to the President for Federal Relations.

## ACTING DIRECTOR: Morris Arboretum

Dr. Hui-Lin Li, Professor of Botany, is now Acting Director of the University's Morris Arboretum in Chestnut Hill. He succeeded Dr. A. Orville Dahl.

Dr. Li has been associated with the Arboretum since joining the University faculty in 1954 as a taxonomist. He has also been curator of the University's herbarium since 1966.

---

# THE COUNCIL

---

## COUNCIL MEETS SEPTEMBER 22

The Steering Committee of Council will meet Wednesday, September 15, to form the agenda for the September 22 meeting of Council, to be held at 4 p.m.

Discussion and action are expected to continue on the Status of Women resolutions (*Almanac* July 15; full text below). Also pending before the Council is the Dwyer Subcommittee Report on ROTC, tabled May 12.

## STATUS OF WOMEN

Following is the text of the Steering Committee resolutions introduced at this summer's special session. Resolution 1 has been passed (with the amendment italicized). Discussion of Resolution 2 was in progress when a quorum call ended the meeting.

June 22, 1971

The Council meeting today is called to consider specifically the question of the status of women on the University faculty. Many of the following resolutions may apply equally to other underrepresented groups, and the Steering Committee hopes that appropriate action for all such groups will be taken during the next academic year. It is with these considerations in mind that the Steering Committee offers the following three resolutions:

1. That the Council reaffirm the existing University policy that in all appointment, reappointment, and promotion decisions the best candidate shall be chosen or promoted and that the same scholarly and professional standards shall be applied to men and women. Because of the present inequitable ratio of men to women on the faculty, particularly at the higher ranks, it is further resolved that when it is not possible to make a clear choice between a man and a woman on the basis of qualifications, special consideration shall, at this juncture, be given *in favor of the woman*. This policy is to be reviewed annually.

[Note: This replaces (1) p. 8 and (5) p. 10 of the Cohn Committee Report.]

2. That a University-wide Committee of A-2 personnel to assist in implementing the policy of equal opportunity shall be appointed by the President from a panel submitted by the Senate Advisory Committee. This Committee whose area of concern may be extended to other underrepresented groups, should provide proposals or suggestions to departments and schools on processes of recruiting and widening the pool of candidates. It should evaluate for all concerned the suitability of departmental practices. It should, from time to time, issue status reports on the success of our efforts to administer an equal opportunity policy and it may make recommendations to the President. To facilitate its work, the Committee shall have access to departmental records pertaining to appointments, reappointments, and promotions.

[Note: Replaces (5) p. 9 and (4) p. 10 of the Cohn Committee Report.]

3. In the interests of effective implementation of the policy of equal opportunity for women it is hereby resolved:

A. That the Administration publish annually for each department by sex the number of

- (1) faculty at each rank
  - (2) graduate students enrolled and
  - (3) advanced degrees granted.
- [P. 5, Cohn Committee Report]

B. That departments be encouraged to publicize all vacancies, at the level of Assistant Professor and above, by advertisements in appropriate professional journals. A description of the vacant

faculty position is to be specified at the time a vacancy is advertised.

[Note: Replaces (2) and (3) p. 9 of the Cohn Committee Report]

C. That departments be instructed:

(1) To retain written records of all applications and supplementary material received from an applicant whether successful or unsuccessful, for five years after a vacancy is filled.

(2) To make available in written form, specific information regarding its criteria for promotion.

(3) To re-examine promptly the status of women already in the department to determine whether or not deserved promotion has been overlooked.

[Note: Replaces (4) p. 9; (1) p. 10; (2) p. 15 of the Cohn Committee Report.]

D. That Schools and departments of the University be encouraged to make particular efforts to include qualified women in the membership of their Personnel Committees.

[Note: Replaces (2) p. 10 of the Cohn Committee Report.]

E. That School-wide Personnel Committees are to be charged with examining not only the qualifications of persons proposed for appointment, reappointment, or promotion but also of those for whom termination is proposed. In case of disagreement with the departmental recommendation, the issue should be referred back to the department.

[Replaces (3) p. 10 of Cohn Committee Report.]

F. That those responsible for nominations to important University committees, top-level administrative posts, invited lectureships, honorary degrees and artists in residence be strongly urged to include more women in their consideration.

[See (1) p. 15, Cohn Committee Report.]

---

# PROMOTIONS

---

## INSTITUTE OF CONTEMPORARY ART

Miss Suzanne Delehanty has been named to succeed Dr. Stephen S. Prokopoff as Director of the Institute of Contemporary Art. He has become Director of the Museum of Contemporary Art in Chicago.

Since 1968 Miss Delehanty had served as Curatorial Assistant at the ICA. She is a member of Philadelphia's City Walls Committee and is a lecturer on Early Celtic art. The ICA is affiliated with the Graduate School of Fine Arts, and its gallery there will open September 25 with an environmental exhibition by Rafael Ferrer.

## PRINTING OFFICE

Mrs. Harriet Yeager has been appointed Director of the University Printing Office. She is a graduate of the University and has been with the Printing Office for some 21 years.

## FINANCIAL AID

James E. Beermann, who has been serving as Sponsored Scholarship Officer since 1968, has been named Associate Director of Financial Aid.

## LAW ADMISSIONS

Mrs. Isabel Stewart and Mrs. Ruth Scott share the position of Admissions Officer in the Law School, with Mrs. Stewart assigned particularly to minority recruiting and orientation.

# THE MUSEUM

In a May 4 meeting, the Board of Managers of the University Museum adopted an extensive list of changes recommended by its Planning Committee under chairman Gustave Amsterdam. Following is the text:

## Some Conclusions of the Planning Committee on the Expansion of the University Museum

1. It is obvious that museums in general have increasing financial difficulties. The Metropolitan Museum, with an annual attendance of over five million, has great difficulty in remaining open. This year the McGill University museums were closed permanently. So serious is the financial plight of public museums that the American Museum Association is urgently seeking a federal subsidy for them.

We believe that these difficulties arise not so much from the current economic recession as from a failure to see clearly the role of a museum in contemporary society. In the 50 to 100 years since the founding of America's public museums there have been unprecedented changes in technology, population density, and the level of literacy. These institutions were designed for a much smaller and less literate population. Communication was largely by word of mouth and through the printed word. Today, museum collections are available to many millions through books of colored illustrations, colored slides, to say nothing of television and films. We believe that the museums of today must define more sharply their purpose, use, and function.

2. The role of The University Museum has been unique. Its main strength has been its original research in the fields of archaeology and anthropology undertaken by an unusually large staff of academic curators. Measured by the number of expeditions sent out over the 85 years of its history and the wide dissemination of scientific results, this museum is outstanding, if not without a peer in America. On the popular level, its television program **WHAT IN THE WORLD**, for example, running for many years on a network, and adopted in Canada, England, Denmark, Mexico, brought archaeology and anthropology to millions of people who had never heard of them before. Without doubt this program helped to stimulate the greatly increased demand for popular books on these subjects.

We believe that our position as a scientific institution that enjoys an international reputation must at all costs be maintained and expanded. The continued involvement in original scientific research is a primary objective in our planning for the future.

3. Yet, it is our conviction, that the acquisition of new data and the collecting of more artifacts is not enough. It is the obligation of this museum to articulate and communicate the ideas that arise from its research. Specifically its aim should be the communication of those ideas that are most significant to contemporary human problems. Because of world wide research on ancient and primitive people and their cultures, archaeologists and anthropologists have developed a unique perspective in time and culture. These observations of man in his past and in his diversity we are obligated to make available to a wide public.

4. This museum, because of its extensive collections of materials in archaeology and ethnology, has come to play an important role in higher education. It is obvious that the high standing achieved by the departments of archaeology and anthropology at the University of Pennsylvania is in no small degree due to the rich collections of materials in these fields as well as the possibilities of field work provided students on the expeditions of the museum. Both faculties and students have been attracted to the collections of primary resources basic to an understanding of the past and other cultures than our own. In the search for our true identity

the careful training of leaders for the future in these fields of research is an important function that must be maintained.

5. While the outreach of the museum is world wide, its role within the University well defined, it is obvious that we are a part of the community of city and state. On its own initiative the State Legislature made a study several years ago of the educational resources at the Museum and recommended state support to carry ideas growing out of our research throughout the Commonwealth. This program asked for and paid for by the State has been successful. We believe that it should be expanded. And exhibits for those who are near enough to come through the doors of the Museum are a vital part of the program for the future.

6. We believe that we must underline a conclusion to which we have come after a year of discussion: there is no reason to assume that the University Museum will automatically continue to survive as it is. In the light of the critical changes within the United States and in society in general during the past generation, we are deeply concerned about the survival of the Museum and its contribution to the University and to the public. We do believe that basic changes are necessary to make this institution viable and worthy of the support of the University, private individuals and the State of Pennsylvania. We are also deeply concerned that our generation not be deprived of the insights that derive from a careful scrutiny of man in his past and in the diversity of his social institutions.

Given the distinctive character of this museum and the roles which have been assigned to it, we, the Planning Committee of the Board of Managers, are, therefore, recommending certain specific steps, for action at the Board of Managers meeting on May 4, 1971.

### OF RECORD



*Following is the official  
Calendar of the University for  
1971-72, as compiled by the  
Registrar, Richard T. Paumen.*

#### Fall Term, 1971

September 7-8	Registration
September 7	Opening Exercises
September 9	Classes begin for graduate and undergraduate schools
November 8	Preregistration for Spring Term
November 24	Thanksgiving recess begins at the close of classes
November 29	Thanksgiving recess ends at 8 a.m.
December 11	Fall Term classes end
December 14-22	Final Examinations
December 22	Fall Term ends

#### Spring Term, 1972

January 15	Founder's Day
January 17-18	Registration
January 19	Classes begin
March 11	Spring recess begins at close of classes
March 20	Spring recess ends at 8 a.m.
April 3	Preregistration for Fall Term and Summer Sessions
May 2	Spring Term classes end
May 5-12	Final Examinations
May 20	Alumni Day
May 21	Baccalaureate Exercises
May 22	Commencement Exercises



# BULLETINS

## STUDENT EMPLOYMENT: Middleman for 1500

Offices that need typists, drafting help, clerks, computer programmers or other part-time assistance can turn to the Student Employment Office's Job Referral Service as well as to the federally-supported Work-Study Program.

The Job Referral Service is working to place some 1500 students who are in need of part-time work for college expenses, but, because of the number of needy students cannot be salaried by the Work-Study Program.

Any department with salary available in its A-4 budget is urged to give priority to hiring Pennsylvania students by calling the Referral Service at Ext. 7539.

## RELOCATIONS

Academic and administrative offices that have moved to new quarters as of this week include:

**COLLEGE ASSOCIATE DEANS:** Peter Conn and Ken Rothe have relocated from the basement of College Hall to the newly renovated College Office, 116 CH. All student services of the College remain in basement Room 16.

**CONTINUING EDUCATION:** Mrs. Virginia Henderson has moved from Dean Brownlee's area in College Hall to Room 116A, a newly constructed office adjacent to the College Office.

**EQUAL OPPORTUNITY:** Jim Robinson's new quarters are in Room 115 of Sargent Hall, 34th and Chestnut Streets. **EXTERNAL AFFAIRS:** Frank Betts, Andy Sullivan and staff have also moved from 117 College Hall to 101 Sargent Hall.

**STUDENT ACTIVITIES:** Jerry Condon's Office of Student Activities has moved from Logan Hall to the second floor of Houston Hall (eastern end). Dean of Students Alice F. Emerson remains in Logan Hall, and will announce other structural changes in a forthcoming issue.

## ALMANAC BACK ISSUES

Almanac is clearing its shelves of surplus back issues. Before any are discarded, anyone who needs specific back copies (or bulk copies of a particular issue) should contact Almanac at Ext. 5274 by September 30. A complete file would contain nine issues including this one; since becoming a weekly publication-of-record on March 31, Almanac has published on April 6, 13, 20 and 27; May 4, 11 and 20; and July 15.

## NOT ON LEAVE

In the July 15 issue of Almanac, Professor Jan Krasnowiecki was incorrectly listed as being on scholarly leave in 1971-72. He will be in no special status during the coming year and will be teaching full-time at the Law School.

## FACULTY BIOGRAPHICAL DATA

The News Bureau maintains biographical data files on the faculty for use in news releases and in answering newspaper requests. Faculty members are urged to update their files by sending current *curricula vitae* to Miss Florence Bell at 529 Franklin Building.

## NO FRESHMAN DIRECTORY

The *Freshman Directory* normally available to faculty and administration will not be published this year, Kite and Key officials said, due to a poor response among freshmen and transfer students who were asked to submit photographs for it. (Only 38% of the 2300 entering students had obliged after two requests.) The 700 students who had prepaid for the directory by mail are receiving refunds. These may be collected from the office of the Director of Student Activities, Houston Hall, through Friday, September 17.

ALMANAC September 7, 1971

## An Undersea Experiment In Environmental Medicine

After 25 continuous days of grueling studies at simulated depths exceeding 5,000 feet of seawater, four young men emerged August 31 from the environmental chamber complex in the University's Institute for Environmental Medicine.

Their exposure, which began August 7th, is part of a program headed by Dr. Christian J. Lambertson and designed to determine the physiological limits of human effectiveness in deep undersea activity.

Early results indicate that humans can exceed all previously predicted limiting influences of high gas pressures. It appears that the effects of inert respirable gases, including neon, nitrogen and helium, are tolerated at depths well beyond 2,000 feet, thus bringing not only all of the continental shelves, but their deeper slopes as well, into the range of direct human exploration. The studies now make essential detailed investigations of the influences of water pressure itself, independent of the effects of the gases breathed at high pressure.

College seniors Ronald B. Billingslea and Thomas R. Liebermann and recent graduates Stephen C. Kowal and Timothy J. Carson were the volunteer subjects in the 25-day test.

## SOME SURVEYS OF 1971 EMPLOYMENT

Starting salaries for University graduates remained high but levelled out this year, according to Placement Director Arthur J. Letcher's 1971 survey, available in full at Placement.

Those who earned a B.S. in Economics from Wharton averaged practically the same—\$9,700 in 1971 and \$9,732 in 1970; science and engineering graduates average \$10,560 this year versus \$10,500 last. MBA salaries were up less than 2% from last year's \$14,052.

The average for men with B.A.'s came down slightly: from \$9,516 in 1970 to \$9,360 this year. Women with B.A.'s came down from \$7,956 to \$7,255. In general, students called "directed" were better able to find positions than those who weren't sure what they wanted to do.

Although the average changed little, the range of starting salaries widened: some men with bachelors' degrees started below \$5,000, some above \$15,000; some MBA's started under \$10,000, some with special qualifications made \$22,000 to \$24,000 to start. The lower ranges have a new meaning this year, according to Mr. Letcher: graduates entering public service, including some MBA-JD degree holders, affected overall averages.

The responsibility level also tended to be higher at the outset, he added.

In a separate survey, James B. Yarnall of the Office of Fellowship Information and Study Programs Abroad found that more graduating seniors had found jobs and fewer were undecided on postgraduate plans than last year.

Mr. Yarnall's study, available on request at Ext. 8348, covers 1247 graduating seniors in four schools. A summary of their 1971 plans (1970 figures in parentheses):

	% Planning Employment	Graduate Study	Military Service	Other *
College	14 (10.5)	58 (48)	4 (5)	22 (36)
College for women	37 (25)	46 (38)	—	17 (37)
Engineering	38 (34)	33 (38)	16 (9)	13 (19)
Wharton School	28 (23)	36 (39)	13 (15)	23 (23)

\* Includes Undecided

## NEWS IN BRIEF CONTINUED

### Woodrow Wilson (Continued from Page 1)

"They believe that the prospects of securing funds for the support of a significant number of first-year graduate students in 1972-73 are too uncertain to warrant holding a competition."

However, he said, the 305 winners of the last competition will be supported in the graduate schools of their choice during the academic year 1971-72.

Dr. Rouse said the Foundation will use the period of temporary suspension to design a new program for fellowships to be held in 1973-74.

Five Wilson Foundation programs will be continued in 1971-72. They are the Dissertation Fellowships, the Teaching and Administrative Internships, the Graduate Service for Black Veterans of the Martin Luther King, Jr. Fellowships and the National Humanities Series.

### GIFT OF A CONFERENCE CENTER

Mrs. Wharton Sinkler has made her 32-acre estate in Chestnut Hill available to the University as a center for educational conferences of 35 to 45 participants.

The University will have use of the property for three years, at which time it can receive full title and possession. Mrs. Sinkler, widow of a Wharton School alumnus, is also contributing funds to adapt the buildings to educational purposes.

Her estate is bordered by Flourtown Road and Gravers Lane in Springfield Township, Montgomery County. The Manor House, gatehouse, garage-residence and a 17th-century cottage from England are currently being used as dwellings and will be available for the Conference Center.

### A \$90,000 HEART STATION

The \$90,000 netted by the 1971 University Hospital Antiques Show will be used to renovate and equip a new Heart Station on the ninth floor of the Gates Pavilion at the Hospital of the University of Pennsylvania.

The Station, under direction of Dr. Alfred P. Fishman, will be the most comprehensive center for diagnosis of heart disease in the Philadelphia area. Some of its sophisticated equipment was developed at the University, where Dr. Fishman said the emphasis has been on "external procedures that cause minimum discomfort" so that apprehension itself less seriously affects diagnosis.

Construction will start this fall on the new unit. The \$90,000 check to finance it was presented by Mrs. Moreau D. Brown, Honorary Chairman of the show, and her co-chairmen Mrs. Stuart B. Andrews and Mrs. Benjamin H. Barnett, to HUP Chairman Paul F. Miller Jr. The annual show has contributed some \$621,000 to the Hospital since its inception in 1961 as a volunteer project.

### INTENSIVE CARE FOR SMALL ANIMALS

A new intensive care unit has been added to the Vet School's Small Animal Clinic at 39th and Pine Streets.

Dr. Kenneth R. Bovee will direct the unit, which includes facilities for the "hyperalimentation" technique devised by two School of Medicine surgeons, Drs. Stanley J. Dudrick and Douglas W. Wilmore. Their success in intravenously feeding puppies super-concentrated high-calorie nutrients

has led to wide use of the technique in human patients; it will now be applied clinically to animals.

Dr. Colin Burrows, a resident in medicine, will be the principal attending veterinarian. The new unit was made possible by gifts of Mr. and Mrs. Pierre S. DuPont and the American Kennel Club.

### SILBERBERG CHAIR IN SYSTEMS SCIENCES

The Daniel H. Silberberg Professorship of Systems Sciences has been established at the Wharton School by Mr. Silberberg, an Associate Trustee who heads the Wall Street firm bearing his name.

A selection committee will appoint an outstanding scholar to fill the position, which will combine management planning and policy sciences with operations research and organizational behavior.

### The Federal Freeze (Continued from Page 1)

sity contracts generally run from July 1 to June 30, which frees most members from the freeze. But the salaries of those who are appointed annually in September—mostly teaching fellows, research fellows and postdoctoral fellows—are not covered by rulings to date. The University is still awaiting clarification from legal counsel.

**A-3 PERSONNEL:** The federal ruling that no merit increases may be granted between August 15 and November 12 affects all A-3's whose anniversary of employment falls during that period. (A-3 staff are normally reviewed six months after appointment, then annually on the anniversary of employment or the first of the month closest to that anniversary.) University officials are still conferring with counsel and with federal officials concerning interpretation of this ruling, Mr. Manley said.

**A-4 UNION PERSONNEL:** Two unions are presently operating without contracts. Their members' wages are frozen at the rate of the old contracts under the Executive Order, but negotiations may continue during the freeze. Those affected are the 164 dining service workers in Local 54 of the American Federation of State, County and Municipal Employees, and the 17 groundsman and gardeners in Local 835A of the International Union of Operating Engineers. Again, the University remains in contact with counsel and federal agencies for further clarification.

Universities separately and through the American Council on Education and other organizations are pressing the federal government for clarification and action to relieve inequities stemming from the freeze, according to Dr. Donald Murray.

"We believe it imperative that the period of the freeze be used to find solutions . . . and to prepare plans to advance the President's program with as little disruption and injustice as possible at the end of the 90-day period," ACE President Logan Wilson wrote Secretary John Connally on behalf of the American Association of Junior College, American Association of State Colleges and Universities, Association of American College, Association of American Universities, and National Association of State Universities and Land-Grant Colleges.

ALMANAC: 515 Franklin Building, Ext. 5274

Editor . . . . . Karen C. Gaines

Assistant Editor . . . . . Anne M. Geuss