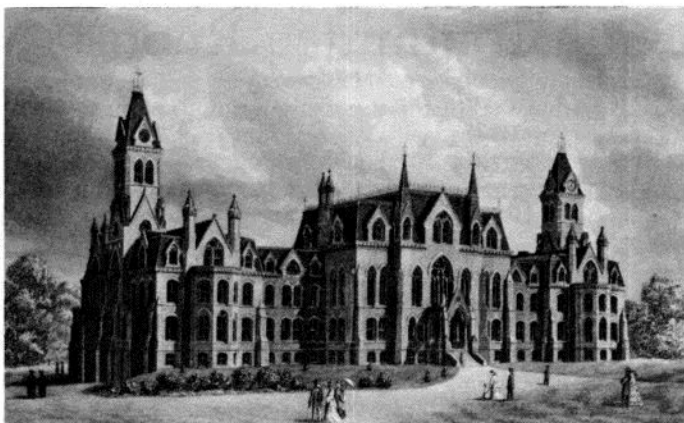

NEWS IN BRIEF

SOMETHING OLD, SOMETHING NEW



Today's formal opening exercises, at noon on College Hall Green, will commemorate the 100th anniversary of the opening of College Hall as the first building on the "new campus" Penn has occupied for the past century. President Martin Meyerson will be the principal speaker.

The ceremony is part of New Student Week, which began Sunday for the 2011 freshmen and 339 transfer students who join the student body this year. Another highlight of the Week is Wednesday's Freshman Day, when 60 volunteer faculty will hold sessions with small groups of freshmen, to introduce them to the academic experience here.

This year's entering class will be the first to take the new, small-class Freshman Seminars being offered by the undergraduate colleges. Also new this fall is an expanded "college house" system in the dorms: in addition to Van Pelt College House and a reorganized Hill House, Penn now has a Community House in the Quad plus Stouffer College House, the W. E. B. Dubois Program in Low Rise North, and projects in both Harnwell House and High Rise North.

MEMORIAL SERVICE FOR DR. RAVDIN

A memorial service will be held Thursday at 4 p.m. in Irvine Auditorium for Dr. I. S. Ravdin, the world renowned surgeon and cancer specialist who guided medical affairs here until 1965. Dr. Ravdin died Sunday, August 27, at 77 after a long illness. His wife, Dr. Elizabeth Glenn Ravdin, two children and 12 grandchildren survive.

FAMILY PICNIC SATURDAY; BOWLING THURSDAYS

The Grammateis Organization's all-day outing Saturday at New Bolton Center is open to all University personnel and their families. There will be a noontime picnic (bring your own lunch or plan to eat in the Center's cafeteria), followed by carriage rides, a hayride for children and tours of the research and animal care facilities for which the Vet School's Chester County installation is noted.

There is no charge for the outing, but Grammateis needs to know how many will attend, how many need rides from campus to New Bolton, and how many will use the cafeteria. For details contact Miss Marion Pond at Ext. 6811.

* * *

The University's Mixed Bowling League bowls Thursday evenings at Fleetwood Alleys West (73rd and Elmwood). It is an 80% handicap league where bowlers of all levels of ability are welcome. For details: Marion Hearn, Ext. 8591.

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Almanac

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PROVOST ASKS TO RELINQUISH POST

Curtis R. Reitz, Provost and Vice President of the University of Pennsylvania since January 1971, has announced his wish to relinquish his present academic administrative position. To allow for a careful search, Mr. Reitz will continue in office until a Provost is named. He and President Martin Meyerson indicated that the search will be directed toward selection of a Provost with full time responsibility for educational affairs, as part of a modification of the present administrative structure.

A desire not to become "too far removed from my own field—the law is a 'jealous mistress'" was given by Mr. Reitz as one reason for his choice. He is a Professor in the Law School and a former law clerk to Chief Justice Earl Warren of the U. S. Supreme Court.

In accepting Mr. Reitz's decision, Mr. Meyerson called his senior associate "a sage counselor whose balanced sense of procedure, fairness, wisdom, and tough-mindedness have contributed greatly to all of us. His burdens have been tremendous and we are greatly in his debt. We hope to persuade Curtis to continue in a principal administrative capacity within our University.

"In less than two years," the President added, "Curtis Reitz has converted a long-standing academic policy of rewarding teaching as well as scholarship into an integral part of the review process for promotions and appointments.

"Under his supervision," he continued, "a new Vice Provost for Undergraduate Studies, Humphrey Tonkin, has provided a successful stimulus to our basic first degree programs. Curtis Reitz has similarly given strong direction to the University's advanced research efforts. In fiscal 1971-72, our sponsored research funds reached an all time high at a time when in most universities they were declining."

Under Mr. Reitz's guidance, Mr. Meyerson noted, the Associate Provost for Academic Planning, John Hobstetter, has initiated actions which will systematize future programming.

Calling his experience over the past 20 months "very stimulating and rewarding to me personally," Mr. Reitz wrote to William L. Day, Chairman of the Trustees, "I want to thank the University for the opportunity to serve as Provost and Vice President. The President and I are continuing to discuss possible ways for me to play a suitable administrative role, and I welcome the thought of remaining in close association with Martin."

Commenting on the impending administrative change, Mr. Day said, "Both personally and on behalf of my Trustee colleagues, let me say how grateful we are to Provost and Vice President Reitz for the devotion he has brought to a most demanding job during a critical transitional period at our University. We look forward to benefiting from his continued counsel in the years ahead."

To appoint a search committee for a position such as that of the Provost, the President requests from the Advisory Committee of the Faculty Senate nomination of a stated number of persons, and the President nominates to the search committee an equal, or lesser, number of other persons. In addition the President shall appoint to the consultative committee at least one student, nominated at his request from the appropriate student nominating committee. The proportion of students on the consultative committee does not exceed one-quarter of the membership of the committee. Messrs. Meyerson and Reitz indicated they expected this search process to be completed by January, 1973.

Some Comments on the McGill Committee Report

by Morris Mendelson and James O. Freedman

The report of the McGill Committee* is a careful, thoughtful attempt to deal with the most important questions relating to the appointment and promotion of faculty members. We wish to comment upon a number of points that the Committee, despite the overall excellence of its report, did not in our judgment consider adequately. These points relate to: (1) the discussion of tenure; (2) the creation of an appeals tribunal; (3) faculty input at the school level; and (4) student input.

1. Tenure

The institution of tenure has been under attack in recent years. It is clear that many of the opponents of tenure labor under serious misconceptions as to its purpose; it is doubtful whether many of the things said about tenure by its critics could withstand serious scrutiny. Tenure is not a device to create job security, let alone a sinecure, for a faculty member. The protection against dismissal that tenure affords a faculty member who performs his duties competently is a by-product of its main purpose, the protection of society. Tenure is a device designed to assure society that the pursuit of truth and its dissemination will be unhampered. Without tenure, a faculty member who propounds an unpopular view may suffer grievous harm, but that harm may be minor compared with the harm society will sustain if fears of that consequence lead him to suppress his views. That view may be of the harmful effects of a widely used drug or the exposure of an untenable position maintained by a powerful group. No faculty member can feel confident of his safety in propounding radical views unless free speech is protected. Tenure is designed to provide that protection. It is less concerned with the harm that a faculty member will suffer if he is outspoken than with the harm that society will suffer if he remains silent.

We have entered a period in which the University will be increasingly dependent upon the federal and state governments for financial support. There is also considerable evidence that anti-intellectual attacks upon universities generally are upon the ascendancy. In these circumstances, it is more important than ever that universities remain bastions of freedom, where unpopular views can be freely aired. Tenure is thus more important than it has ever been, and more essential to the preservation of the central function of universities.

The McGill Committee, instead of facing the tenure issue squarely, elected not to take any stand on it. The outcome is particularly perplexing because no officer of the local chapter of the AAUP was asked to present his views to the Committee, even though it is the University organization most directly committed to tenure as an institution. The Committee does not seem to have considered whether changes of degree in the present tenure arrangements at the University could remove whatever reservations it may have had about the fundamental institution of tenure. There is more to the tenure question than whether tenure should be

preserved in its present form or abandoned altogether. The Committee might have asked, for example, whether it is fruitful or necessary to the preservation of academic freedom to require that tenure automatically accompany promotion, or to set the period for institutional judgment at seven years, rather than some other figure. By failing to consider questions such as these, the Committee lost an important opportunity to consider our present tenure rules, to strengthen their purpose, and to eliminate some of their weaknesses.

The Committee has recommended that tenure be earned only through full-time or fully-affiliated service because "many individuals, who would otherwise be retained indefinitely, would have their services terminated for the sole purpose of preventing their attainment of a tenured status." If these individuals are not deserving of tenure, why do we retain them indefinitely? The Committee's recommendation is also anti-feminine. Why must women with professional ambitions be forced to choose between a family and a career? What evidence is there that they are less motivated than the presently classified fully-affiliated personnel who earn substantial income from consulting in related activities? A housewife whose sole source of income is a part-time teaching job may have a greater claim to being a beneficiary of the tenure system than a full-time faculty member with substantial consulting income; tenure assures her that she can speak freely without losing her job, while the full-time faculty member may be quite unwilling to speak his mind when faced with the possible loss of consulting income. The Committee should have more carefully considered whether a slower-moving tenure clock was appropriate for part-time personnel and whether full affiliation should be in terms of unity of allegiance to the University rather than in terms of the willingness of a faculty member to carry a full teaching load.

2. An Appeals Tribunal

The Committee's recommendation that an appeals tribunal be created for resort by faculty members is a useful one, but the design of its particular proposal is, in our view, not adequate. The Committee has recommended that the tribunal be appointed by the Steering Committee of the University Council from among the faculty members of the Council. An appeals tribunal should be entirely separate from the machinery that made the decision in the first place. The Steering Committee does not qualify in that respect. It is part of the governance machinery of the University. It includes members of the administration and students. Moreover, there is no good reason to limit representation on the appeals tribunal to Council members, who are not elected with this function in mind. A committee which includes faculty members does not by that fact alone have adequate faculty input. The appeals tribunal should be composed of faculty selected by appropriate faculty mechanisms.

Election procedures are not the only method of achieving faculty input. There are many reasons why we would not

*ALMANAC February 8, 1972.

want an appeals tribunal to be made up of winners of a popularity contest; election procedures for an appeals tribunal could prove highly unsatisfactory. Furthermore, because the duties of the appeals tribunal may prove to be exceptionally onerous, it is unfair to ask a small number of faculty to shoulder this burden. An alternative mechanism which we would propose for consideration would be the creation of a 24-person tribunal, consisting of eight faculty members selected annually by the Senate Advisory Committee to serve staggered three-year terms. This mechanism would permit the selection of a broadly-based tribunal, representing various schools, academic ranks, and other groupings within the University; the creation of a body of expertise among those serving on the tribunal; and the opportunity to distribute the work-load so that individual members who hear particular cases in smaller panels will be able to give them the time required for a thorough consideration.

The McGill Committee would require that all grievances be brought to the appeals tribunal first, rather than to the Academic Freedom Committee of the particular school involved. This requirement is unfortunate in several respects. First, it will undoubtedly lengthen the period of time required to resolve an individual's case, particularly when ultimate resort is had to the Academic Freedom Committee. Cases raising issues of academic freedom take too long to resolve in this University as it is, without requiring an additional procedural step be taken. Second, a faculty member who believes that his case presents issues of academic freedom may not be able to get a completely unbiased hearing by the Academic Freedom Committee if the appeals tribunal has earlier determined that, in its judgment, no issue of academic freedom is presented. Given the importance of procedural protection of academic freedom, we do not think it wise to run this risk of jeopardizing the integrity of an ultimate decision by the Academic Freedom Committee by requiring that every case go to the appeals tribunals first.

3. Faculty Input at the School Level

The McGill Committee's recommendations on school personnel committees do not, in our view, make adequate provision for faculty input. Either the Committee failed to recognize the need for faculty input or it failed to recognize that an administrative appointment of a faculty member does not constitute faculty input. The Committee maintains that the dean should appoint the personnel committee because it is advisory to him. But that is surely inaccurate. The dean is not free to ignore the recommendations of the personnel committee as he would be if it were truly an advisory committee. He is compelled to forward them to the provost's staff conference.

Once again the personnel committee is too important to the realization of the school's and the University's goals to be left completely to election. The committee is largely advisory and as such can be useful only if the dean has confidence in its members and feels that the committee is a balanced one. That cannot be assured in a free election. The dean, however, can be assured of a compatible and balanced committee if he nominates a slate from which the faculty is to elect three and then is free to appoint some additional members. Since he need never nominate anyone in whom he has no confidence, he need never be saddled with committee members in whom he had little confidence. By naming his appointees after the results of the election have become known, the dean can achieve the desired balance.

4. Student Input

The student is the consumer on campus and the committee is to be commended for recognizing that an appointment and promotion procedure without student input is inadequate.

That does not justify, however, the committee's conclusion that "teaching ability should be assessed through the mandatory use of a teacher evaluation form" i.e., the student is to be the sole arbiter of teaching ability. Teaching is a multi-faceted phenomenon. Among those facets is a teacher's command of the subject. That command can only be judged by peers. The report gives little evidence that the committee gave thought to the question of what constitutes a good teacher. There is no doubt that the quality of a person's teaching should be a factor in promotion and salary considerations. However, until we have identified what constitutes quality teaching, we can only do malicious harm by abandoning our responsibility for probing a serious and difficult problem in favor of relying on the false objectivity of a teacher evaluation form. There is too great a danger of making concrete what more likely is impressionistic. Casual observation indicates that tests currently in use are grossly defective, in spite of attempts to devise fair tests. As a consequence, we would recommend that the Council appoint a committee to carefully probe the question of what constitutes quality teaching and how it can be identified and evaluated in particular cases. Until that question is answered, a decision on how to most effectively utilize student input in teacher evaluation cannot be made.

LEAVES

The following faculty members will be on leave during all or part of the coming academic year:

Dr. Domingo Aviado, Pharmacology, to write a supplementary volume to his *Lung Circulation* and spend time in laboratories in England, Argentina and the U.S.

Dr. E. Digby Baltzell, Sociology, to be a Fellow at the Charles Warren Center for Studies in American History (Cambridge, Mass.) and to continue research and writing of *The Protestant Ethic and the Spirit of Leadership* (fall term).

Dr. Richard Beeman, History, to study anthropology, under a Social Science Research Council Postdoctoral Training Fellowship (spring 1972-73 and fall 1973-74).

Dr. Dan Ben-Amos, Folklore & Folklife, to work on his book, *The Study of Folklore as a Communicative Process*.

Dr. Ernest Bender, Oriental Studies, for research in old Gujarati language and literature (fall term).

Dr. Mark J. Beran, Mechanical Engineering, to teach and do research at the University of Tel Aviv, and to lecture at the Polish Academy of Sciences.

Dr. David E. Boyce, Regional Science, to accept a Science Research Council Senior Visiting Fellowship at the Transport Institute, University of Leeds.

Dr. Orin E. Burley, Marketing, to update his interest in cooperatives and to study England's Restrictive Trade Practices Act (fall term).

Dr. John W. Carr III, Electrical Engineering, to work at the University of Karlsruhe and later at the University of Sidney, on theory of learning machines and algorithms.

Dr. Richard Clelland, Stat/OR, for writing and research in response surface methodology and in statistical studies of air pollution (spring term).

Dr. Tristram P. Coffin, English, to do research for a monograph on ballads and narrative obituary poems deriving from "The Battle of Pigwacket" ("Lovewell's Fight"); spring term.

Dr. Hennig Cohen, English, to accept a Fulbright appointment in the Far East, including Korea, Taiwan, Japan, The Philippines.

Dr. Mildred Cohn, Biochemistry, to do research on t-RNA in the laboratory of G. Tener, University of British Columbia.

Dr. Neal E. Cutler, Political Science, on a Fulbright Fellowship to work in political specialization at The Institute of Political Science in Helsinki.

Dr. James C. Davis, History, on a Fulbright Fellowship to work at University of Perugia on his history of man's efforts to control his fertility.

Dr. David C. Dodd, Pathology (Vet), to work on a manuscript of veterinary necropsy pathology and later to spend time at University of Rochester.

Dr. Phoebus Dhrymes, Economics, to accept a visiting appointment at the University of California at Los Angeles.

Dr. William L. Elkins, Pathology (Med.), for research with Bach at University of Wisconsin and Hellstroms in Seattle, in transplant immunology and tumor immunology.

Dr. Paul P. Fitzgerald, Philosophy, to work at the University of Pittsburgh on philosophy of space and time.

Dr. Francine Frankel, Political Science, on a Ford Foundation Faculty Fellowship to do research on Indian national development planning.

Dr. James W. Garson, Philosophy, to work in logic at Stanford University.

Dr. Murray Gerstenhaber, Mathematics, to pursue work on algebraic deformation theory.

Dr. Herman R. Gluck, Mathematics, to study application of piecewise linear methods to problems in Riemannian geometry.

Dr. Morikuni Goto, Mathematics, to work with Wang of Cornell at Berkeley on deformations of subgroups in Lie groups.

Dr. Irwin Gross, Marketing, an extension to continue in the new Chair of Marketing at Monash University in Australia.

Dr. Fred Haber, Electrical Engineering, to work at the University of Tel Aviv in broadband wired communication networks and undersea broadband communication methods.

Dr. A. Brooks Harris, Physics, for research at Oxford.

Dr. Edward S. Herman, Finance, to complete writing on bank trust problems.

Dr. Albert H. Hobbs, Sociology, to complete a book.

Dr. Robin M. Hochstrasser, Chemistry, to accept a Guggenheim Fellowship to Cambridge, England

Dr. Dell Hymes, Folklore & Folklife, on a Senior Fellowship of the National Endowment of the Humanities to continue analysis of Chinookan mythology.

Dr. Francis W. Irwin, Psychology, to extend the theory in his recent *Intentional Behavior and Motivation: A Cognitive Theory* (fall term).

Dr. Julius A. Jahn, Social Work, to pursue development in statistical experimental principles and methods for measuring and optimizing the effectiveness of health and welfare programs.

Dr. Neville R. Kallenbach, Biology, on a Guggenheim Fellowship to study conformation in nucleic acids, at the Weizmann Institute and at LaSource, Orleans, France.

Dr. Willard D. Keim, Political Science, on a Fulbright Fellowship to lecture and do research at Yonsei University, Seoul.

Dr. Klaus H. Krippendorff, Communications, to continue work in content analysis and pursue his NSF project, "Computer Programs for Multivariate Classification in Content Analysis."

Dr. Peter H. Knutson, Accounting, to accept a visiting appointment at the University of Wisconsin at Eau Claire.

Dr. John C. Lambelet, Economics, to do research in Egypt on the long-term econometric growth model of its economy.

Dr. Malcolm G. Laws Jr., English, to continue a study of nineteenth century literary humor.

Dr. Michael V. Levine, Psychology, to spend the year at ETS in Princeton.

Dr. Arie Loya, Arabic Studies, to continue work on the Iraqi poet Badr Shakir al Sayyab; on modern Arabic poetry; and on a book about the Negro in Islam.

Dr. Charles McClelland, History, as a Fellow of the National Endowment for the Humanities and a Spencer Foundation Fellow, to study German university education and elite formation in the nineteenth century.

Dr. Russell McCormmach, History and Sociology of Science, to visit archives in Europe for material on a book on the history of physics.

Dr. Gerald Meyers, English, to continue writing a critical work, *The Tradition of the Poet/Critic*.

Dr. Charles I. Minott, Art History, to pursue research in late Gothic painting and graphics, especially on symbolic usage in European art.

Dr. Hiroshi Miyaji, Oriental Studies, to do research on the Confucian Shinto of Yamazaki Ansai (1618-82).

Paul J. Mishkin, Law, to join the Center for Advanced Study in the Behavioral Sciences for study on roles of the U.S. Supreme Court.

Dr. Adrian R. Morrison, Animal Biology, to do research in neurophysiology with Tarnecki at Nencki Institute in Warsaw.

Robert H. Mundheim, Law, to write and do research concerning financial institutions.

Paul Niebanck, City & Regional Planning, an extension to continue at the U.S. Department of Health, Education and Welfare; he will teach part-time here in the spring.

Dr. Albert Oliver, Education, to examine innovative programs in U. S. school systems and study curriculum development, toward revision of his *Curriculum Improvement* (fall term).

Dr. Robert E. A. Palmer, Classical Studies, to complete his work on Roman metropolitan and colonial neighborhoods (spring term).

Dr. Harold S. Powers, Music, for research and writing on Hindustani music.

Dr. Henry Primakoff, Physics, to conduct research on weak interactions of elementary particles and to some extent of nuclei, at the University of British Columbia.

Dr. William Roach, Romance Languages, to work on Volume V of his *Continuations of the Old French Perceval*.

Dr. Charles Rosenberg, History, on a National Endowment for the Humanities Senior Fellowship to examine major U.S. medical collections.

Dr. Clyde deL. Ryals, English, to continue study of Browning's poetry after *The Ring and The Book*.

Dr. E. Dale Saunders, Oriental Studies, an extension of leave to accept an invitation to teach at the University of Paris.

Dr. Russell P. Sebold, Romance Languages, to complete a critical edition of Tomas de Iriarte's *El Señorito Mimado* and *La Señorita Malcriada* and his edition of Ignacio de Luzan's *Poetica*; and to begin work on two historical studies in his field.

Dr. Karl Shell, Economics, to do research and teaching in the economics of costly marketing and other subjects, and participate in NSF seminars; at Stanford University.

Dr. Christopher R. Sprague, Industry, for a visiting appointment at Stanford.

Dr. Benjamin H. Stevens, Regional Science, for full-time research in urban and regional economic and environmental problems.

Dr. Paul Taubman, Economics, to study determinants of the distribution of earnings.

Dr. Henry Teune, Political Science, continuing his research on macro-political systems during the fall term; he has been on leave since January 1 as a Fulbright Research Fellow at the University of Ljubljana, Yugoslavia.

Dr. Andre von Gronicka, German, to work on the second volume of his *Russian Image of Goethe*.

Dr. Karl von Vorys, Political Science, to continue work on general theory of political development (spring term).

Dr. Anthony F. C. Wallace, Anthropology, on an NSF grant, to study social processes of the Industrial Revolution from the perspective of cultural anthropology.

Dr. Richard Wernick, Music, to work on a large orchestral piece, including supplementary research in the Yoruba region of Nigeria and on the Swahili coast in Tanzania.

Dr. Oliver Williamson, Economics, to complete a monograph for the Brookings Institution on *Theories of Firm and Market Structures*.

Dr. Julius Wishner, Psychology, for training and experience in behavior therapy and research on selective attention at Oxford University.

Dr. Hisao Yamada, Electrical Engineering, to be a Research Professor at the Information Service Laboratories of the University of Tokyo.

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