

Almanac

Volume 19, Number 28

March 20, 1973

Published Weekly by the University of Pennsylvania

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TRUSTEES

UNDERGRADUATE TUITION INCREASE

The Executive Board of the Trustees at their March 9 meeting adopted a tuition increase for undergraduates as follows:

RESOLVED, That upon the recommendation of the President, as advised by the University Budget Committee, the following changes be made in tuition and general fee:

1. The tuition for full-time undergraduate students in all schools of the University be increased from \$2700 to \$2850, and the general fee be increased from \$300 to \$315 for the academic year 1973-74.
2. The tuition in the Evening School of Accounts and Finance and in the College of General Studies be increased from \$117 to \$124 and the general fee from \$5 to \$10 per course unit for the academic year 1973-74.
3. The tuition for students in the Summer School be increased from \$200 to \$220 and the general fee from \$20 to \$25 per course unit effective the first summer session of 1973.
4. Students enrolled in the R.N.-09 program of the School of Nursing be charged the regular undergraduate tuition and fee per course unit for daytime courses taken within the School of Nursing, and financial aid be made available, if required, to students affected by this change from the increased revenues generated.

Graduate and professional tuition is still under study by the Budget Committee, with an announcement expected this week.

UNIVERSITY PRESS: W. S. WOODS, JR.

The Executive Board also announced the retirement of Orville Bullitt as chairman of the University Press's board of directors. Succeeding him will be alumnus W. S. Woods, Jr., Vice President and Treasurer of Sun Oil Company.

NEWS IN BRIEF

CAREERWAYS I: APRIL 23-24

A two-day career conference for women will be sponsored by the University at Annenberg Center April 23 and 24, bringing some 2000 women of all ages together for seminars, workshops and job interviews with some 100 employers.

Careerways I will be open free to high school students, undergraduate and graduate students, working women and housewives returning to the job market, according to Jacqui Pollard, Assistant to Executive Director of Personnel Relations Gerald Robinson. They will come from Philadelphia, the Delaware Valley and the Commonwealth of Pennsylvania.

Job booths will be staffed from 10 a.m. to 6 p.m. both days by employers who will either hold or schedule interviews for applicants. Women should bring resumes if they are actively seeking jobs, Ms. Pollard said. The keynote address by Dr. Anne Belfort of the General Electric Company will be on

"The Status of Women in Today's World of Work."

Continuing Education Director Charlotte Fiechter and CW Assistant Dean Caren Blazey are arranging seminars on such topics as how to choose a boss, what to expect in interviews, and women's and minorities' rights under affirmative action guidelines.

Mrs. Helen G. Stubbs, Training Supervisor at the University, is setting up workshops on the writing of resumes and letters of application.

The University's Offices of Placement, Equal Opportunity and External Affairs are also working with the Personnel Office to plan Careerways I. On the conference advisory committee are President Martin Meyerson and Dean R. Jean Brownlee, John W. Bunting of the First Pennsylvania Banking Corporation, Superintendent of Schools Matthew W. Costanzo, KYW-TV's Trudy Haynes, Mary Ann Koehler of Bell Telephone, Chamber of Commerce's Thacher Longstreth, Mayor Frank Rizzo, Sarah Smith of the General Electric Company, the Rev. Leon H. Sullivan of OIC and Rosamund Town of the City of Philadelphia.



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MOORE SCHOOL RESEARCH SYMPOSIUM: APRIL 12, 13

The Fiftieth Anniversary Research Symposium of the Moore School of Electrical Engineering will present 14 technical papers in six sessions highlighting new concepts in engineering research.

Three sessions will be given Thursday, April 12: System and Control (chaired by Dr. Kenneth A. Fegley); Solid-State Electronics (Dr. Harry J. Gray) and Biomedical Engineering (Dr. Abraham Noordergraaf).

Three more sessions scheduled Friday, April 13, are on Electro-Optics and Electromagnetic Fields (Dr. Joseph Bordogna); Communication (Dr. Fred Haber); and Computer and Information Science (Dr. Aravind K. Joshi).

Faculty, alumni, students and guests from other major universities and industrial research concerns will be involved. For complete program details and registration, contact the Moore School Fiftieth Anniversary office, 621 Franklin Building, Ext. 5169.

On Recruiting Black Faculty

The following is an excerpt from a letter sent on March 8 to President Meyerson and to Provost Stellar:

As I indicated in my statement on the Development Commission Report, I would like very much to see the University of Pennsylvania a leader in achieving substantial representation among its faculty of blacks of demonstrated ability.

The discussion at the Senate meeting and my subsequent conversations with John Wideman, Paul Taubman and others have focused attention on certain problems of implementation of the recommendation for a black faculty investment fund. I hope and believe that we can find solutions to these problems which will be widely acceptable. I would like to propose the following:

1. The fund should be applicable to minority groups other than blacks.

2. If necessary, we should be willing to spread over a period of four to six years the appointments of the six or seven new faculty members who can be supported (at half salary for six years) by a fund of the size proposed. This means attracting one or two good candidates a year, which seems a much more feasible target than achieving the same increase in a single year or in two years.

3. The entire fund should be firmly committed in advance, even though we plan to spend it gradually. When recruiting in a tight market there is considerable advantage in having funds available without question and without delay, once a desired candidate is found. Perhaps even more important, the existence of such a fund communicates to the outside world that we are making a serious effort to reach beyond tokenism. This may add to our relative attractiveness and bring us leads we would otherwise have missed.

4. The recruiting group should contain perhaps ten faculty members, all widely respected within their own fields and collectively covering a broad range of disciplines. They must be willing to devote significant amounts of their time over a two- or three-year period. Such a commitment of talent should be even stronger evidence of our seriousness of purpose than the commitment of funds; and in addition it should reassure our own faculty on the question of quality standards.

Such a group will have personal contacts that should be very helpful in identifying potential candidates within their own and closely related disciplines. They should develop information from all the major graduate schools not only on the minority group Ph.D's recently graduated or expected to graduate this year, but also on those coming up in the next one or two years. In addition to a systematic search for minority group candidates, it may be desirable for the recruiting body to undertake some preliminary screening, particularly if we try to go beyond the small group of universities from which we normally hire—as I think we must in order to meet our goals. Clearly if this body is to be effective it will need the full cooperation of both administration and faculty, as well as adequate staff support.

5. The function of the recruiting group would be to call possible candidates to the attention of the appropriate department. Thereafter the normal departmental and school procedures for evaluation would be followed in all respects. Once a department has determined to make an offer, the recruiting group may well be helpful in persuading the candidate to accept.

6. For the long run our major recruiting focus must be the new Ph.D's, and we should make an investment now in developing channels of communication that will give us continuing access to this group. To the extent that established scholars at predominantly white universities can be attracted we should, of course, make every effort to do so; and this is the quicker route though long-run potential is less.

I do not see much moral or social purpose in a strategy of systematically attempting to bid faculty away from predominantly black universities, though undoubtedly the largest pool of potential candidates is there and in particular cases we should

SENATE SLATE FOR 1973-74

1. In accordance with the requirements of the recently adopted amendment to the Senate Bylaws, Sec. 11(b)(iii), official notice has been given to the entire Senate Membership of the Senate Nominating Committee's slate of nominees for the incoming Senate Officers. Notice was mailed on March 5 for receipt 42 days prior to the spring meeting scheduled April 25. The nominees, all of whom have indicated their willingness to serve, are:

Chairman-Elect:

Phillip H. DeLacy (Professor of Classical Studies)

Secretary-Elect:

Maria Z. Brooks (Associate Professor of Slavic Languages)

Members of the Senate Advisory Committee (to serve until May 1976):

Jamshed K. S. Ghandi (Associate Professor Finance)

Robert Maddin (Professor of Met. & Mat. Science)

Lucienne Frappier-Mazur (Associate Professor of Romance Languages)

Fred Karush (Professor of Microbiology in Medicine)

Members of Senate Advisory Committee (to serve until May 1974):

Felice Perlmutter (Assistant Professor of Social Work)

Abraham Klein (Professor of Physics)

Senate Committee on Academic Freedom and Responsibility (to serve until May 1976):

Henry T. Hiz (Professor of Linguistics)

Iraj Zandi (Professor of Civil Engineering)

2. Again pursuant to the Bylaws, Sec. 11(b)(iv), members have been herewith invited to submit "additional nominations, which shall be accomplished via petitions containing at least twenty-five valid names and the signed approval of the candidate. All such petitions must be received no later than fourteen days subsequent to the circulation of the nominees of the Nominating Committee. Nominations will automatically be closed fourteen days after circulation of the slate of the Nominating Committee.

If no additional nominations are received, the slate nominated by the Nominating Committee would be declared elected. Should additional nominations be received, those nominated by petition have the right to learn the names of all other candidates and withdraw within five days after closing the petition. A mail ballot would then be distributed indicating which nominees were nominated by petition and which by the Nominating Committee. All candidates have the right to prepare, within seven days after closing of petition, and have circulated with the ballot a one-page statement. The ballot shall be circulated no later than fourteen days subsequent to the close of nominations. Voting shall be noncumulative. The polls shall be closed fourteen days subsequent to the circulation of the ballots.

NOTE: Because of the intervention of the spring recess, nominating petitions will be accepted until March 24.

—E. J. Lawson Soulsby, Secretary

not hesitate to recruit someone unusually well suited to our needs. The long-run solution, for the society if not for the individual university, lies in increasing the flow of well-trained black Ph.D's. To achieve this it is highly important that they have access to good teaching at the undergraduate level; and, for the next few years at least, a high proportion of black undergraduates will continue to be trained at black institutions.

7. We should consider very seriously an extension of the kind of exchange relationships we have with Morgan State to other black universities. In this way we could avail ourselves of the talents of the faculty there without damage to these institutions.

Jean Crockett

THINGS TO DO

GLORIA AND ESPERANZA. Julie Bovasso directs her award-winning comedy about a young writer. Ralph Williams and Madeline le Roux head a cast of seven guest artists and others, including a 10-foot tall chicken and a dog who hosts TV talk shows. Previews tonight and Wednesday, performances March 22-24, 28-31. Tickets: \$1 with University I.D. Zellerbach Theatre, 8 p.m.

NEW AMERICAN CINEMA presents a series of films and filmmakers, with Hollis Frampton, Standish Lawder, Richard Leacock, Jonas Mekas, Pat O'Neal, P. Adams Sitney and Stan Vanderbeek speaking about their work. Annenberg Auditorium, March 24-26, 28-31, 7:30 p.m. Tickets: \$1, single admission; \$5, series.

MADE IN PHILADELPHIA. Large-scale sculptural projects by five innovative sculptors are on view March 24 to April 7 at the Institute of Contemporary Art. Don Roger Gill, Ree Morton, Italo Scanga, Phillips Simkin and Dennis Will merge viewer and art, using everything from neon lights to glass bowls, bleachers, branches, cement and cactus. Fine Arts Building, Free.

CARL ZIGROSSER manuscripts, correspondence and books go on display March 28 in the Lessing J. Rosenwald Gallery at Van Pelt. The Friends of the Library are sponsors and Zigrosser the guest of honor at the March 27 opening. On view among other things will be his annotated catalog from the 1913 Armory Show and prints from the portfolio the Print Club gave him in 1964 when he retired after 22 years as curator of prints, drawings and rare books of the Philadelphia Museum of Art.

MARRIAGE OF MR. MISSISSIPPI, by Friedrich Dürrenmatt. Pennsylvania Players directed by Lynn Marian Thomson perform a tragi-comic mystery, Prince Theatre, March 29-April 1 and April 4-7, 8 p.m. Tickets: adults, \$2.50; Students, \$1, reservations at Annenberg Center box office.

THE AMERICAN AVANT-GARDE THEATER. Panel discussion moderated by Philadelphia *Bulletin* drama critic Ernest Schier with Julie Bovasso, Rosalyn Drexler, Maria Irene Fornes, Terrence McNally, Murray Mednick and Leonard Melfi participating. Zellerbach Theatre, March 30, following performance of "Gloria and Esperanza."

BRAVE NEW MARRIAGE. Symposium sponsored by the Marriage Council of Philadelphia, with Jessie Bernard speaking on "The Future of Marriage," authors George and Nena O'Neill on "Open Marriage" and a panel-audience dialogue. Holiday Inn, City Line Ave., April 3, 9 a.m.-5 p.m. Reservations at \$30 must be made by March 26 at the Marriage Council, telephone BA 2-7574.

ANTIQUES SHOW. The University Hospital's Board of Women Visitors has arranged a 4-day program of house tours, dinners, and distinguished exhibitions, 103rd Engineers Armory, April 10-14, noon-10 p.m. For program information, telephone MI 2-6557.

PIRATES OF PENZANCE. Pennsylvania Players production of the Gilbert and Sullivan opera, directed by Bruce Montgomery, Zellerbach Theater, April 13, 14, 8 p.m. Ticket information: Annenberg Center box office. Administrative Assembly theatre party, Faculty Club, April 13, before PIRATES OF PENZANCE curtaintime. Reservations at \$1.50 each should be made before April 6 with Dr. Raymond C. Saalbach, 417 FB.

ORIENTAL CARPETS. Display of modern Afghan carpets and demonstration of rugmaking by Muhammad Ewaz Badghisi and his wife and daughter. The Badghisis, with members of Turkmen tribes living in Afghanistan, have established the Carpet Research Center there in an effort to keep alive the rugmaking craft which the Turkmen have practiced throughout history. The family will be making an all-wool Bokhara carpet in the Rotunda of the Museum, where 30 carpets and designs are shown, through April 15, during regular Museum hours.

LETTERS

ON AMADO'S 'ON HOBSTETTER ON FRANKEL'

Dr. Amado quite properly takes me to task for referring to "the research program of the federal government." I did indeed write those words, but in retrospect I see they do not adequately express my meaning. At the very least I should have said that "no further portion of our tuition and endowment income should be used to support the part of our research program which is sponsored by the federal government." Better still, I might have said "we should not forego any of the support for our research program the federal government is willing to provide."

Almost without exception Dr. Amado is right in stating that our sponsored research projects originate with our own faculty members and the government's role is mainly one that helps us to carry them out. We already do provide abundant support for this research program from tuition and other revenues. By federal law we must share costs on federally-sponsored projects. Also, the faculty effort devoted to sponsored research as pledged by our investigators in their own research proposals often is not reimbursed either fully or at all. The total value of this University support in sponsored research is not known precisely at this time, but its magnitude is clearly of the order of \$5 million. The point I was trying to make was that in these times it does not make sense to consider increasing our support research from unrestricted income.

—John N. Hobstetter, Associate Provost

ART AND MONEY

In the February 27 *Almanac* the Report of the Ad Hoc Senate Committee on Academic Priorities places the creative arts in a category "now filled by Intercollegiate Athletics." The members of this Committee are not qualified to judge the arts in any way, and I'm sure even the professors of finance on this Committee know that the University holds the making of art at least on a level with the making of money.

—Neil Welliver, Co-Chairman and Professor of Fine Arts

ART AND LIBERAL EDUCATION

In *Almanac* February 27 there appears a statement under the heading "The Creative and Performing Arts" which recommends that those arts be considered on a par with athletics and that the University should fund them accordingly. It bases this recommendation on opinions frequently expressed by persons unfamiliar with the subject wherewith they deal; for instance, it delimits the function of the arts to providing pleasure, thus equating them with an activity like a trip to the beach. If this were the case, it is unlikely that civilization would have valued the arts so highly and studied them so intensively for so long. So far from merely giving pleasure, works of art are metaphors of life and are necessary to life as an elucidation of it; they will continue to be so until such time as we live in a Utopia. A Utopia, in which the mystery of life is explained and a science of its functionings perfected, would have no need of art; but we are far from there as yet. It is probable, as E. M. Forster predicted in his story "The Machine Stops," that in such a Utopia someone possessed of the vitality that characterizes human life would feel compelled to qualify or destroy the stasis that would obtain there. Such a person would be an artist.

It is further stated that the teaching of art has no place in an academic institution. It is a tardy moment in the history of civilization to raise this issue, since Plato himself, who envisaged a Utopia and was therefore hostile to art, proposed drawing as a subject proper to a liberal education.

It is often suggested that the teaching of art has no intellectual content; but if, as critics and historians of the arts would certainly claim, there is intellectual content to be studied in works of art, it follows that intellectual content enters into the making of them, and consequently into teaching the making of them.

It has also been suggested that the Fine Arts constitutes a professional discipline and is therefore not a proper part of an academic education. But an education in any of the exact sciences, among other fields, also issues in a career of professional practice; I detect no movement in the University to suspend the funding of those departments on similar grounds.

—Rackstraw Downes, Assistant Professor of Fine Arts

Report of the Committee on Educational Policy

March 7, 1973

BACKGROUND

1.1 The Council's Committee on Educational Policy has been studying the report of the University Development Commission since its publication as a special supplement of *Almanac*, Vol. 19, No. 20, issued on January 29, 1973. This is clearly an inadequate amount of time to cover so comprehensive a document. It has not permitted us to collect additional information here or elsewhere on any systematic basis. However, the committee has limited its study to certain sections of the report which it judged to be of first importance from the specific viewpoint of educational policy. In particular, it has not concerned itself with the feasibility of proposals from the point of view of funding and budgetary implications. What is presented here, then, is an attempted summation by the chairman of the work of subcommittees assigned to examine and reflect on specific recommendations in the report and the results of discussion of subcommittee conclusions by the whole committee. The materials on which this statement is based have been made available to all members of the committee, but extreme pressures of time have prevented its circulation in its present form for final approval. For this reason, it should not be assumed that every member agrees with all the conclusions which follow in the form in which they are stated.

SOME GENERAL COMMENTS

2.1 In all matters of education the committee urges that the educational purpose and soundness of a proposal receive initial consideration and that questions about its funding be considered separately and subsequently.

2.2 Quality education can exist without regard to the availability of specific courses, the number of students in classes, the teaching method, the examination system, the number of years required for a degree and similar components of the educational structure. It cannot exist without able and interested students and faculty. Therefore the committee endorses the emphasis in the Development Commission report on the need for scholarships, chairs and whatever other steps can be taken to insure a strong faculty and a strong student body at both undergraduate and graduate levels. Further, it urges that no project receive support at the expense of these fundamental requirements for a strong educational program.

UNDERGRADUATE EDUCATION

3.1 Commission recommendation #26 calls for study of ways to achieve closer integration of pre-medical and medical education and of improvement of the pre-medical programs. The report on *Implementation of the Development Commission Recommendations* (*Almanac Supplement*, Vol. 19, No. 24, February 20, 1973) indicates that an existing committee from the College and the School of Medicine is expected to provide a detailed report on this subject before the end of the present academic year. Therefore this committee simply indicates agreement with the assessment of unusual strength in several of our professional schools and the desirability of increasing their ties with relevant undergraduate preparatory programs.

3.2 Recommendation #27 is "That every freshman and sophomore not enrolled in an undergraduate professional program be enabled to take at least one course per term with fewer than 20 students in it." The committee believes that the intention of this recommendation is sound and supports it in principle not only for freshmen and sophomores not enrolled in undergraduate professional programs but for all students. Furthermore, our re-

view suggests that such classes are already open to a large percentage of first and second year students. However, present experience with such programs as the College of Thematic Studies suggests that many students will be unable to enroll in the specific small classes of their choice, while at the same time less popular courses will be dropped for lack of enrollment. Thus, the Commission's recommendation seems likely to be appropriate in some departments and not in others.

With these considerations in mind the committee:

(a) endorses increasing the number of small classes for freshmen and sophomores in departments and schools where student interest is manifested.

(b) suggests that more careful study of programmed learning and other possible alternatives involving greater student self-direction be initiated in each school;

(c) cautions against the possibility that some beginning undergraduate students will not be prepared substantively for seminar-type discussions, leading to popular conversational courses which do not contribute to high quality education; and

(d) explicitly recommends that such seminars not be developed through any reduction of small classes for juniors and seniors.

With respect to teaching more generally, the committee believes that a reasonable degree of competence should be a minimum requirement for any person who is given classroom duties. Determination of competence requires meaningful evaluation, a subject which is under review presently but on which we are not yet ready to report. The committee accepts as a general goal the desirability of frequent contact between undergraduate students and senior scholars. In its view departments should encourage distinguished faculty, outstanding scholars and generally able senior faculty to offer undergraduate classes regularly or occasionally. Nevertheless, this should not be a rigid requirement (as suggested, page 9, column 2, and page 10, column 2) for several reasons. Some outstanding scholars are good undergraduate teachers; some are not. Some are irreplaceable in graduate programs or have other proper obligations which should be given priority. Specific teaching obligations must involve individual and departmental judgment. It is difficult to believe that a course which is undertaken unwillingly by either teacher or student will yield satisfactory results.

3.3 The Commission's recommendation #28 calls for "released time for one or more faculty members (to develop) detailed proposals . . ." relating to residential colleges with educational themes and to expanded undergraduate curricular options, including experience in field work, service and research.

The committee urges that if this recommendation is implemented by the Vice Provost for Undergraduate Studies (as is indicated in *Implementation*, page 4, column 1), care be taken in deciding on the procedures for determining project development and ultimate support. The committee recommends that representative groups of faculty members be fully involved in the development of such curricular proposals. However, it cautions against the diversion of the time of what would probably be some of the more successful teachers from their basic teaching obligations during the academic year. As an alternative it suggests the use of University summer research grants for research on our own curriculum, including the development of specific proposals.

The committee is not opposed to innovations which can be shown to be educationally sound and to contribute to the defined goals of the University. At the same time, it cautions against the

expenditure of time and money in support of changes which appear to reflect passing fads or change simply as a negative reaction to existing conditions without respect to their virtues.

3.4 Recommendation #29 calls for "a University Scholars Program that could be attractive initially to as many as 10 percent of the undergraduate body." In essence, this is designed to provide a "synthesis of undergraduate and graduate programs while giving a high quality education in a shorter time . . ." by making the time period for undergraduate training flexible and providing for early admission of selected undergraduates to our own graduate and professional programs. *Implementation* (page 4, column 1) indicates that a pilot program is expected to be in operation in 1973-1974. On this question the committee finds both pros and cons. The strength of our professional schools is recognized and the opportunity for qualified students with strong career goals to make early choices to attend them is generally seen as positive. At the same time there is concern that able students will restrict rather than enlarge their educations, with speed and certification replacing scholarly and liberal educational goals. Such students may lack both the breadth of experience and the maturity to compete successfully in graduate or professional programs with their peers who have had more conventional preparations. The committee recognizes, however, that a program such as is proposed will, if successful, take time to develop and require regular evaluation by faculty committees. On this basis it concurs in the recommendation for an experimental program of limited size, but views 5 percent as a more reasonable ceiling for the proportion of our undergraduates to be involved initially than the 10 per cent proposed.

3.5 The committee has not had sufficient time nor information to reach conclusions on recommendation #30 dealing with the administrative implementation of suggestions in items #26-29. It notes (*Implementation* page 4, column 2) that faculty advice will be sought by the Provost on this group of related topics and expresses the view that this is essential. Its members would be happy to collaborate on educational policy concerns, which appear to be numerous.

3.6 Recommendation #31 of the Development Commission calls for proposals to use perhaps 15 of the hoped-for endowed chairs ". . . in different styles for the purpose of creating new teaching capabilities where they are needed most." The committee is unable to define with certainty what is meant by "new teaching capabilities" (but assumes this has to do with interdisciplinary courses and innovative methods of teaching) nor does it yet know how determination of need will be made.

Overall, the committee expressed the view that in the best of circumstances funding the proposed chairs would be a slow process with many donors undoubtedly setting restrictive conditions on their gifts. At this time, it seems necessary only to consider the principle of providing endowed chairs for excellent undergraduate teachers. The committee strongly endorses the principle that demonstrated scholarly performance be an essential requirement of an appointment to any chair at this University, regardless of whether the chair is to be held for a set period of time or until retirement. It therefore recommends that in filling any chairs such as are proposed under recommendation #31 only an outstanding scholar be appointed. Beyond that, preference should be given to a person who also has the ability and the interest to be an excellent teacher at the undergraduate level.

ENDOWED PROFESSORSHIPS

4.1 Recommendations #75 and #76 are considered next since these deal with the subject of endowed professorships, already discussed from the viewpoint of undergraduate teaching in the preceding paragraph.

The committee agrees with the Commission's statement that there are presently too few endowed chairs and that too many of those we do have are inadequately endowed. It notes, however, that quite a number of present chairs are unfilled and believes that efforts should be made to provide supplementary funds to make these professorships attractive, or else, ways should be sought to use the funds available for related educational purposes such as supporting an occasional titled visiting professor (as monies accumulate) or titling a faculty member who can devote part of his time to teaching or research related to the fund and

receive part of his salary from it.

On other specific points discussed by the Commission, we:

(a) reiterate that scholarly accomplishment and contribution to knowledge should be the first and essential requisite for any appointment to a chair;

(b) accept the recommendation that endowed professorships be used both to support distinguished present members of this faculty and to recruit scholars from outside;

(c) approve the use of a limited number of chairs for term appointments of up to five years, ordinarily made to outstanding young members of the faculty who show an aptitude for both significant research undertakings and innovative and unusually competent teaching;

(d) recommend that all holders of chairs be associated with departments and ordinarily make a contribution to teaching from time to time; and

(e) recommend that endowed professorships not confine their holders to either graduate or undergraduate teaching but allow for either (and hopefully both) in line with other professional appointments.

4.2 Finally, the committee expresses grave reservations about the "possible distribution of endowed chairs" given on page 24, column one, with its division of chairs among undergraduate education, graduate education, professional schools, and centers, even given the Commission's comment that endowed professorships would not be restricted to these programs. It believes that schools and departments should either initiate or be brought into the discussion of particular endowed professorships and agrees that a mechanism to do this should be articulated.

GRADUATE EDUCATION

5.1 The committee has given its attention to only two of the Commission's recommendations in this section, #32 and #33. In order, these read:

That the University Administration use the Academic Planning Committee's analysis and (Commission) criteria to identify the core disciplines which should be strengthened to at least a minimum (high) standard, and

That the University Administration use the Academic Planning Committee's analysis and (Commission) criteria to encourage a dozen or more disciplines to national preeminence.

One member of the committee viewed these recommendations as "ill-conceived" and unfair to departments which had no part in establishing them and would now see them applied on an *ex post facto* basis. He suggested a plan for departments to draft alternate criteria, with resources being allocated only after a period of at least three years, during which the departments would have the opportunity to demonstrate success in meeting the guidelines. However, the committee considers it proper to await the report and guidelines of the Academic Planning Committee, due at the beginning of April. We call attention to the comment on these recommendations in *Implementation* (page 4, column 2) which states that Council's advice will be sought on the criteria developed by the Academic Planning Committee. Our recommendation is simply that the Council proceed to undertake a careful analysis of these criteria and of the implications of their use as against other possible guidelines or procedures.

In addition, the committee urges:

(a) that all departments, graduate groups, and program units have the opportunity to comment on these criteria and to make suggestions to the Council and to the Provost for their possible revision or for alternative procedures;

(b) that under whatever criteria or systems of evaluation are used, all departments, graduate groups, and program units have full opportunity to present their case to an appropriate faculty committee for strengthening, retention, or other desired action;

(c) that great care be taken in the selection of members for any committee charged with defining core areas of the University or with applying evaluative criteria to particular departments, graduate groups, and program units. Such actions go to the heart of the educational process in the University and therefore necessitate faculty input in the selection of any such committee to insure that it can provide representation for all parts of the University.

5.2 The Commission's two recommendations are, of course,

closely related to its emphasis on excellence. There can be no quarrel with the concept of "excellence" as a broad goal for the University. It has presumably been a long-standing aim and one which, not surprisingly, has been attained to varying degrees in different programs. The notion of "selective excellence" can be seen as a realistic limitation on the general concept. It implies priorities not only in the development of graduate programs but also in the allocation of effort, interest and support among all parts of the University. The committee believes that any implementation of the concept must start with an explicit definition of our overall goals. This is equally necessary for each program which is reviewed in order to determine whether its aims and objectives are compatible with the broader aims of the parent body. Secondly, the degree to which these goals have been achieved must be appraised. Agreement that a program is desirable should not lead to implementation until and unless its priorities are established. In effect, this would require individual actions to be determined in relation to alternative actions possible within a given time period. If, for instance, strengthening the undergraduate program in the freshman and sophomore years is recommended, shall this have a higher or lower priority than proposals to improve undergraduate education at the junior and senior level? The answers to such broad questions will be difficult to formulate, in part because there will not be agreement on priorities. The committee does no more than call attention to the need to make decisions about individual programs in the light of broad-based University planning which establishes priorities compatible with whatever are considered to be sound educational goals and procedures.

5.3 In conclusion then, the committee supports in principle the evaluation of existing areas and programs for constructive purposes. At the same time it emphasizes the necessity to undertake such a difficult and time-consuming task only with the most democratic procedures, which include the chance for all in the University who wish to do so to contribute their views and to submit analyses of their programs. An orderly and open approach will prevent any suspicion of partiality, which could be of inestimable damage to the forward movement of the University.

—Vincent H. Whitney, Chairman

Members of the Committee

Stella Botelho	Martin Seligman
Peter Conn	Ralph Showers
Richard S. Dunn	* * *
Charles E. Dwyer	Laureine Knight (CW)
Henry Hiz	Peter Nardi (GSE)
Lawrence R. Klein	Albert Tammany (WhG)
Richardson R. Pettit	Robert Boyer (C)

MARCH 21 AGENDA OF COUNCIL

Council will continue discussion of the McGill Committee's report on faculty appointment and promotion policies and procedures at the regular meeting Wednesday, March 21.

It will also continue discussion of the Development Commission Report, taking up the remaining proposals on Black Presence (#49 and #19); recommendations on Educational Living, Visual Environment and Performing Arts (#78, #79 and #81); recommendations on the Library, Audio-Visual Services and Computers (#82 through #86 and #53); recommendations on Intra-University Cooperation, Interinstitutional Cooperation and Continuing Education (#50, #51 and #74, plus discussion on #54, #58, #60, #70, #59 and #55). Council will also examine the Steering Committee's summary of the proposed uses of capital funds, gleaned from the Development Commission report itself.

The Steering Committee has agreed to defer discussion of the report on faculty grievance procedures (*Almanac* February 20) until after it has been considered by the Faculty Senate and the Senate Advisory Committee.

OF RECORD



TRAFFIC CODE: APRIL 5, 1973

Following is the text of the new Traffic Code which takes effect April 5, 1973, and is applicable to all members of the University community.

In response to a heavy flow of inquiries, suggestions and complaints from various members of the University, a University of Pennsylvania Traffic Code has been developed. Careless parking has become unsafe in its obstruction of fire lanes, unsightly in its destruction of walkways, and inequitable in its effect on those who pay to park properly in the University lots.

The following code has been certified as to its legality and has been reviewed by the University Council Committees on Facilities and by the President's Committee on Security and Safety. Its provisions are being taken into account by the committee currently preparing a new University Judiciary Code as well.

—John C. Hetherston
Vice President for Facilities Management

I. Duties of Security Officers

The Office of Security and Safety will enforce the provisions of the Traffic Code on University grounds and will cooperate with other agencies in improving traffic conditions.

II. Provisions of the Code include:

A. Penalties for Violations

1. Fines will be assessed as follows:

a. Stopping or parking in manner that obstructs traffic, either pedestrian or vehicle.	\$10.00
b. Operation of vehicles in violation of regulating signs or barriers.	\$10.00
c. Parking in violation of signs.	\$10.00
d. Careless operation of motor vehicle, such as riding a motorcycle on a walkway	\$15.00

2. Towing

In addition to *fine zones*, some areas will also be posted as *tow zones*. Cars parked in areas designated *tow zones* are removed by private contractor to his storage area. The Dispatcher in Security Headquarters maintains a record of such disposition.

B. Enforcement Procedures

1. The amount of the fine will be shown on the face of the citation affixed to the vehicle or handed to the driver.
2. Payments of fines are to be made to the University Cashier located on the first floor of the Franklin Building within 10 days. If payment is to be made by check or money order, same should be payable to The Trustees of the University of Pennsylvania.
3. Unpaid fines will be referred to the University Traffic Court for disposition.
4. An individual wishing to contest a case may have a hearing upon written request to the Secretary of the University Judiciary at 112 College Hall within 10 days of the citation.
5. A cost of \$5.00 is assessed in addition to the fine in the case of an unsuccessful appeal, unless the court directs that the extra cost be waived.

A-1 POSITION VACANCIES

ASSISTANT DEAN, COLLEGE FOR WOMEN to be responsible for operational function of department and counseling of students; represents the College for Women on committees and develops new programs. *Qualifications:* Master's degree or equivalent and acceptance to candidacy for a doctoral degree. Teaching experience or administrative experience in college or university. *Salary Range:* \$8600-\$10,600 (midpoint).

ASSISTANT RESIDENT UNIT MANAGER to be responsible for the management of a residence unit with major responsibility for coordination of maintenance problems, tenant complaints, moving schedule, rent collections, night duty. *Qualifications:* Graduate of recognized college, ability to work with students, experience in housing and maintenance. *Salary Range:* undetermined.

ASSOCIATE DEVELOPMENT OFFICER to be responsible in the area of alumni fund raising, especially major gifts and continuing stewardship. *Qualifications:* graduate of a recognized college with at least 10 years' experience in public relations, sales or fund-raising activities. *Salary Range:* Undetermined.

DIRECTOR OF UNIVERSITY COMPUTING ACTIVITIES to be responsible for coordination of University-run computing activities and external sources. *Qualifications:* Ph.D. with strong academic reputation in computer-related discipline. Experience in computing services. Ability to qualify to teach. *Salary Range:* Undetermined.

FACILITIES INFORMATION SYSTEM MANAGER to direct the work of professional and technical personnel in designing and maintaining a comprehensive facilities information system in conjunction with physical development of the campus. *Qualifications:* Familiarity with statistical methods and techniques as well as knowledge of information systems for physical development and management. At least ten years' supervisory experience in a similar type institution. Graduation from a recognized college or university with a graduate degree in statistics or computer sciences, or working toward a graduate degree. *Salary Range:* Undetermined.

PROGRAM COORDINATOR (External Affairs) to be responsible for administration of the University Year for Action program. *Qualifications:* Graduation from a recognized college; prefer experience in Vista and/or Peace Corps. Knowledge of city and federal government programs. Ability to work with students and faculty. *Salary Range:* Undetermined.

RESEARCH SPECIALIST II to be responsible for researching and developing a cross-index system covering the field of electrocardiology and electrophysiology in the dog. *Qualifications:* Bachelor's degree, Master of Library Science and one year's experience as an electrocardiographic technician in a veterinary hospital. Knowledge of German, French and familiarity with Danish, Norwegian, Swedish, Spanish. At least four years' experience in a similar position. *Salary Range:* Undetermined.

RESEARCH SPECIALIST III for a research laboratory working with radioisotopes and clinical chemistries. Coordination of laboratory activities and clinical studies. *Qualifications:* Master's degree in biochemistry or chemistry and/or chemical engineering. Minimum of two years' experience in laboratory procedures. Will be working with flow pressure and temperature monitoring equipment, artificial kidneys, membrane separation equipment, etc. *Salary Range:* \$11,400-\$17,000.

SYSTEMS ANALYST to be responsible for working out cost analysis system, computerized cost accounting system and establishing computerized billing system. *Qualifications:* Graduation from a recognized college or university with a degree in business administration or equivalent. At least 3 years' experience in systems design and analysis. *Salary Range:* \$11,400-\$14,200 (midpoint).

A-3 POSITION VACANCIES

ADMINISTRATIVE ASSISTANT I for a business office. General administration of office plus secretarial responsibilities to the director. Maintains office budget, personnel records, purchasing. *Qualifications:* Some college, 3 to 4 years' business experience. Shorthand. *Salary Range:* \$6100-\$7000-\$7900.

ANIMAL LABORATORY TECHNICIAN for animal care and maintenance. *Qualifications:* Certification by the American Association for Laboratory Animal Science; some experience preferred. *Salary Range:* \$5500-\$6750.

CYTOLOGY TECHNICIAN (Botanical) to work on research project at New Bolton Center. *Qualifications:* Six months of specific training in cytology; at least 4 years of direct experience as a cytology technician, using plant tissues. *Salary Range:* \$7700-\$9700.

EKG TECHNICIAN I for clinical work related to EKG section. Operation of an electrocardiograph machine. *Qualifications:* Graduation from high school; courses in biology and physics desirable. Ability to work with sick patients. *Salary Range:* \$4600-\$5600.

JUNIOR MECHANICIAN for an academic department on campus. *Qualifications:* Ability to operate power and hand tools. Ability to lift heavy materials and do strenuous work at times. *Salary Range:* \$5000-\$6250.

MEDICAL SECRETARY (New Bolton Center) Heavy technical/medical typing of reports, lectures, etc. Full responsibility for files and organizing office. *Qualifications:* Medical or veterinary terminology necessary. Shorthand desirable. *Salary Range:* \$5800-\$6700-\$7600.

NURSE/TECHNICIAN-VETERINARY for supervision of the care of all hospitalized animals at New Bolton Center. *Qualifications:* Knowledge of general nursing care of animals; ability to supervise other personnel. Prefer Registered Nurse or previous animal nursing experience. *Salary Range:* \$7300-\$9400.

RECEPTIONIST/SECRETARY for business office, to be responsible for receiving all visitors, handling all routine correspondence, arranging appointment schedules, answering telephones. *Qualifications:* Graduation from high school, with further training in secretarial school preferred. At least three years' office experience, preferably as a receptionist. Excellent typing. Must enjoy working with many people. *Salary Range:* \$5000-\$6500.

RESEARCH LABORATORY TECHNICIAN I to perform laboratory analyses; e.g. urinalysis, hematology, blood chemistry, laboratory microscopy, EKG. *Qualifications:* Graduate of a one-year medical technician program. Prefer at least one year of clinical laboratory experience. *Salary Range:* \$5200-\$6450.

RESEARCH LABORATORY TECHNICIAN III to participate in research program in medical area of the University. *Qualifications:* Graduation from an approved college or university with a science major—preferably in biology, zoology, microbiology, bacteriology or other related fields, with one to two years of chemistry. *Salary Range:* \$7000-\$9100.

SECRETARY I for a business office on campus. *Qualifications:* Excellent typing and clerical ability. Light shorthand. Some experience preferred. *Salary Range:* \$4400-\$5400.

SECRETARY II (5) for medical and academic offices. *Qualifications:* Good, accurate typing; some require shorthand as well as dictaphone. Ability to perform varied duties pertinent to the area; some experience preferred. Some require medical terminology. *Salary Range:* \$5000-\$6500.

SECRETARY III (2) for academic and business offices. *Qualifications:* Interest in working with figures. Excellent typing; shorthand and/or dictaphone. Ability to work with minimum of supervision in performing varied duties. *Salary Range:* \$5500-\$7000.

Those interested should contact the Employment Section of the Personnel Services Department (Ext. 7285) for an interview appointment. Anyone interested in temporary work please contact Clare Trout (Ext. 7287). Inquiries by present employees concerning job openings are treated confidentially by the Personnel Office.

SUPPLEMENT TO FACULTY-STAFF DIRECTORY

This is the second list of additions or changes in the 1972-73 Directory. The first was published in *Almanac* February 6.

Farrell Charles F	8842	Dir Admin Aff Sch Vet Med, 107 Dean's Off—616 Country Club La, Havertown
Katz Ada	8216	Asst to Dir Fels, Fels Ctr—602 Hopkinson House
Nowicki Edward R, Dr.	HUP 4000	Asst Instr Surg, HUP—1202 Pen'lyn - Blue Bell Pk, Blue Bell
Olmstead Gloria K, Mrs	7248	Dir Fed Insured Loan Prog, 117A CH—2411 S Cuthbert Dr, Lindenwold NJ
Raffensperger Edward C, Dr	HUP 3470	Prof Cl Med, 723 Gates E—290 St James Pl
Rosato Ernest F, Dr	EV 2-2400	Assoc Prof Surg, VA Hosp-750 Darby-Paoli Rd, Newtown Sq.
Taylor Estelle R	8842	Adm Asst to Dir Admin Aff Sch Vet Med, Dean's Off—823 Longshore Av
Upshur Juanita V, Mrs	8842	Sec to Dir Admin Aff Sch Vet Med, Dean's Off—5861 Osage Av
ADDITIONS TO THE YELLOW PAGES		
American Quarterly	228 LH	6252-53
American Studies Assn	228 LH	6252-53
Ice Rink, Class of '23	3130 Wal	6608
Insurance Co of No America,	133 S 36th St	5850 (Insurance Counseling Service)
Management & Behavioral Sciences Center	4th fl Vance Hall	7801, 02, 03

BULLETINS

A-3 JOB SEMINAR

The Job Classification study group of the A-3 Assembly is sponsoring a panel discussion called "Are You Afraid of Job Change?" on March 27 in the Smith-Penniman room, Houston Hall, 1-2 p.m. Panelists will talk about their experiences; the audience is invited to have questions and participate in the discussion.

SATURDAY CLASSES

The Department of Recreation is offering Saturday morning classes in swimming, gymnastics, dance and ice skating for faculty and staff children. This term there will be six classes beginning March 24 (no classes on April 21, Easter weekend). John McCormick, Ext. 6607, is in charge of registration for skating classes; for information about fees and to register for other classes, telephone Robert Glascott, Director of Gimbel Gym, Ext. 6101. Registration closes March 22.

PENN I.D. REQUIRED AT LIBRARIES

The 2790 Data Communication System installed in Van Pelt Library Circulation Department in November 1972 has recently been extended to Fine Arts, Lippincott, and Penniman Libraries. All circulation transactions from these libraries are recorded directly on a System/7 disk located in Van Pelt for later transmission to UNICOLL where processing takes place. Borrowing books from these libraries requires a University identification card with a square registration punch which can be quickly inserted at the Van Pelt Circulation desk. Faculty and staff without a University identification card should apply for one at their department office; students at the Registrar's Office.

PLEASE ANNOUNCE TO STUDENTS . . .

A new prize for the best work of short fiction by an undergraduate has been established by the Society of College Alumni in memory of Merle S. Schaff. The prize of \$200 will be given annually. Manuscripts should be no longer than 30 double-spaced typewritten pages and should be submitted by March 26 to the Department of English, 110 Bennett Hall, marked "Merle S. Schaff Award contest."

This year the Judy Lee Award for the best radio, television, screen, or stage script will consist of \$200. The contest is open to graduate and undergraduate students at the University. Manuscripts should be submitted no later than March 26 to Jerre Mangione, 119 Bennett Hall.

ALMANAC: 515 Franklin Building, Ext. 5274
Editor Karen C. Gaines
Assistant Editor Margaret M. McIlmoyl

MORE BULLETIN BOARDS

The Personnel Office has installed bulletin boards in four new locations (in addition to the eight installed March 1) to post campus job openings with details of the duties and qualifications required. Summaries will continue to appear in *Almanac*. The full list of board locations:

1. College Hall, first floor next to room 116
2. Franklin Building, next to room 130
3. Towne School, first floor center
4. Veterinary School, first floor adjacent to directory
5. Leidy Labs, first floor next to room 102
6. Dental School, second floor center
7. Anatomy-Chemistry Building, near room 358
8. David Rittenhouse Labs, east staircase, second floor
9. Richards Building, near mailroom
10. Johnson Pavilion, first floor near directory
11. Logan Hall, first floor near room 117
12. LRSM, first floor near elevator

IN CASE THE CAMPUS BUS BREAKS DOWN

The following arrangements have been made with the Director of Security when the Campus Bus is unable to make its scheduled tours due to breakdown or other unsafe conditions:

- a. The bus driver will be stationed at 36th and Locust Walk and will notify passengers of the breakdown.
- b. The bus driver will contact the Campus Security Office and arrange security escort service for anyone who requires this service.
- c. The dispatcher at Campus Security will provide a walking escort for those who reside within a four-block area or a lift in the security vehicle area for those who reside outside the four-block area.
- d. Passengers at other stations who require security escort service are requested to call the Security Office, Ext. 7297.