

Almanac

Volume 20, Number 20

January 29, 1974

Published Weekly by the University of Pennsylvania

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NEWS IN BRIEF

TEACHING FELLOWS: \$3000 MINIMUM

In line with recommendations from an *ad hoc* committee set up last fall and headed by GSAS Acting Dean Daniel O'Kane, the University will for the first time establish a minimum stipend for full-time teaching fellows, starting this term.

The minimum will be \$3000 per year (\$1500 for the spring term). Full-time is defined as a 15-hour week that includes six class contact hours.

In addition, all deans have been asked to incorporate in their 1974-75 budget planning an average increase of 5% for teaching fellows' stipends.

These adjustments were proposed late in December by the O'Kane committee, and were approved by the President and the Provost after discussion with the Council of Academic Deans on January 18.

In accordance with the O'Kane proposal, the President and the Provost have also urged that departments and graduate groups establish a committee, including students, to which all matters concerning graduate students could be referred for advice or adjudication if necessary.

Under study now are two separate proposals for establishing also a University-wide group to consider more general questions in graduate education. One proposal comes from the Graduate Students Association and Martin Stamm, and the other from the O'Kane committee. Until such a University-wide committee is established, the O'Kane committee will function as needed.

FACULTY CLUB: ROOMS WITH A POINT OF VIEW

Last fall the Faculty Club issued an invitation to various units of the University—schools, colleges and departments or offices that use the Club regularly for meetings—to apply to “sponsor” some of its third-floor meeting rooms: specifically, to create a character for each room with pictures, portraits, artifacts and symbols of the sponsor's interests.

Others will still use each room, according to Dr. Charles Dwyer, who was head of the house committee that adopted the plan; but with normal notice the sponsor will have first call on the room if it is not reserved by an earlier caller.

“Our hope is that this will make the Faculty Club more identifiable as an integral part of the University, that it will acquaint both visitors and University people using these rooms with various aspects of Penn and that it will provide a more comfortable atmosphere for meetings of the sponsoring organization.” Dr. Dwyer said in the invitation to sponsor.

Four rooms have been taken under the new plan. Agreements are for one year, subject to renewal; if there is demand for the room after three years, a sponsor may have to relinquish it and reapply, taking a place on the waiting list.

Each sponsor will bear the cost of decorating, but changes in decoration and plans for placement of objects in the rooms must be approved by the House Committee.

IMMORALITY OF POLITICIANS: FEBRUARY 7

To open its six-part Bethune-Fanon Lecture Series on February 7, the Afro-American Studies Program brings Yale psychiatry professor James P. Comer to speak on “The Immorality of Politicians: A Crisis for Black Youth” at 4 p.m. in the House of the Family, 3914 Locust. The series is named for Bethune-Cookman College founder Mary McLeod Bethune and psychiatrist Franz Fanon, interpreter of the black revolutionary ethic.

VICE PROVOST FOR UNIVERSITY LIFE

The committee appointed to advise the President and Provost on a Vice Provost for University Life invites nominations and applications for this new position. The ideal candidate will be an effective administrator who has a demonstrated commitment to the life of the mind, someone who is likely to enhance the intellectual and cultural climate of our campus for undergraduate, graduate, and professional students, faculty, and staff. He or she will sit with the Provost, the Associate Provost for Academic Planning, and the vice-provosts for Graduate and Undergraduate Studies in the Provost's Council, the function of which is to integrate, in the spirit of the Mendelson Report on University Life, all plans and programs for curricular and non-curricular activities.

The VPUL will be specifically responsible for (1) operating all residential programs and facilities, including the college house system and plans for its expansion; (2) coordinating and monitoring the academic advising system, including preprofessional advising, special tutorial programs, international student advising, and operating the residence counseling system; (3) coordinating university resources and efforts directed toward enrichment of the cultural and artistic life on campus, including the visual and performing arts and programs for artists in residence; and (4) coordinating all student services, including health services, legal services, and the judicial system. The VPUL will also have liaison with the placement service and with recreation and athletic programs.

Letters of application or nomination, accompanied if possible by a curriculum vitae, should be sent by February 14 to Professor Joel Conarroe, Chairman, VPUL Search Committee, 121 Bennett Hall. The University is an equal opportunity employer.

DEAN OF THE FACULTY OF ARTS AND SCIENCES

The committee advising on the Dean of the Faculty of Arts and Sciences invites applications for this new position at the University. The Dean will have primary budgetary and appointment responsibility for the twenty-nine departments in this Faculty. Applicants should have a high level of scholarly achievement and preferably have had significant administrative experience. The wide range of disciplines represented in the Faculty suggests that, in addition, candidates be such that they can deal effectively with the concerns of a diverse faculty. Salary to be determined depending on qualifications and experience. The University is an equal opportunity employer. Applications should be sent to Professor J. Robert Schrieffer, Chairman of the Consultative Committee, Department of Physics, (2N17 DRL)

Nominations are due February 20 for the election of students to the highly selective University Scholars Program which begins on a modest scale in the fall of 1974. Only the faculty may nominate students, and the Council for University Scholars will elect by the procedures outlined below. Many details of the program appeared in ALMANAC November 6, 1973. Any unanswered questions may be directed to H. Michael Neiditch, Assistant to the Provost, at 116A College Hall, Ext. 6888. Note that nominations and supporting materials go not to that office but directly to Dr. Richard L. Solomon at 3815 Walnut Street.

University Scholars Program

Nature of the Program

This is a program to enable some of our most talented students to enroll simultaneously for an undergraduate and graduate degree or for an undergraduate and professional degree. The object is to draw the two kinds of educational experience together into a coherent program without restriction of time, with the following results in mind: (1) much greater breadth of knowledge than is usually the case; (2) several subjects mastered with greater depth of knowledge than is usually the case. The University Scholars needing it will have adequate financial support until both degrees are awarded. They will have one advisor in the appropriate undergraduate program, one in the appropriate graduate or professional program, and one in the Council for University Scholars itself. The Scholars will become members of a Society of University Scholars for the exchange of ideas and experiences across many fields of knowledge.

The program encourages young men and women to love ideas, to develop their mental powers and to aspire to intellectual enterprise, regardless of their eventual careers.

Who is eligible to become a University Scholar?

Eligible students will have shown, through their potential and accomplishments, that they are capable of effectively using the advantages of the program. Some students might come from the entering freshman class, because of their unusual promise and their clear graduate or professional goals. Some, having demonstrated in their first year the qualities of talent and motivation required for the program, might be enrolled during their freshman year. Others, depending on the clarity and brilliance with which their graduate or professional goals have revealed themselves to the appropriate faculty members, might be chosen during their sophomore or junior years. However, the program must at first be limited to but a few students.

How does one become a University Scholar?

Students will be nominated only by members of the faculty.

Entering freshmen: Should the Dean of Admissions be convinced that a candidate meets the standards for nomination as a University Scholar, he will solicit the cooperation of an appropriate faculty member who will review the attributes of the admissions candidate. If the faculty member is convinced, after an interview, of the unusually high qualifications of the candidate, he will make the nomination to the Council for University Scholars. The Council will then review the credentials of the candidate and the report of the faculty member, and if favorably impressed will interview the candidate. The election of a Scholar will be made by the Council only after it has obtained the consent of the appropriate graduate or professional admissions group.

SENATE

Subject: Request for Nominations for Senate Offices and Membership on Senate Committees

From: Stephen A. Ross, Secretary

To: Members of the Faculty Senate

Pursuant to Section 11(b) (I) and (II) of the Rules of the Faculty Senate, as amended, you are invited to suggest candidates for the posts and terms stated below, with supporting letters if desired. Candidates' names should be submitted promptly to the Secretary of the Senate, Stephen A. Ross, c/o Box 12 College Hall (CO) or to the Chairman of the Nominating Committee, Lucienne Frappier-Mazur, 536 Williams Hall (CU).

The following eight offices are to be filled for 1974-75:

Chairman-Elect of the Faculty Senate (1 year)

(Incumbent: Phillip H. DeLacy)

Secretary-Elect of the Faculty Senate (1 year)

(Incumbent: Maria Z. Brooks)

Four members of the Senate Advisory Committee (3 years)

(Incumbents: Abraham Klein, Phoebe S. Leboy, J. Douglas Minyard, Robert H. Mundheim)

Two members of the Senate Committee on Academic Freedom and Responsibility (3 years)

(Incumbents: June Axinn, Mirjan Damaska)

At least 42 days prior to the spring meeting the list of candidates that will have been compiled by the Nominating Committee will be circulated to the Senate membership, with an invitation for additional nominations via petition, if any, in accordance with the Rules, Sec. 11(b) (III) and (IV).

Students already enrolled: Should a student become convinced of his or her worthiness as a candidate, he or she must acquire a faculty sponsor. The sponsor must be closely acquainted with the student and his or her talents and goals. The faculty sponsor will nominate the student to the Council only if the student is unusually qualified. A faculty member may initiate the nomination process if he or she is convinced of the highly promising qualifications of a student with whom he has become acquainted. Usually, seniors will not be considered. Faculty members should reserve the nomination privilege to the "one-in-ten-years" type of student. It should be understood that in any class at Penn there will at the outset probably be only three to five University Scholars. Those considered most promising after credentials review will be interviewed by the Council. The final decision will be made by the Council only after it has obtained the consent of the appropriate graduate or professional admissions group.

Supporting materials to be submitted by the faculty sponsor

A dossier consisting of the following materials should be transmitted by the faculty sponsor to Richard L. Solomon, 3815 Walnut St.:

1. Pertinent scholarly or research papers written by the nominee and showing unusual achievement;
2. A letter of endorsement by the faculty sponsor, together with other supporting letters;
3. A letter from the nominee to the Council indicating how he or she will use the advantages of the program in arranging a special study sequence, together with a statement of long-term goals and personal aspirations;
4. A high school transcript; and
5. A college transcript, if nominee is in college.

Scholarship for Society

"Stock complaints about graduate schools state that they are inflexible about standards, unimaginative in developing optional styles of study, and remote from the realities of community life. Stock responses of graduate faculties describe these complaints as mere reflections of 'traditional' American anti-intellectualism that display ignorance of the range and scope of activities carried on within existing graduate schools, and reflect the fashionable cults of relevance and permissivism."

Thus a new study, *Scholarship for Society: A Report on Emerging Roles and Responsibilities of Graduate Education in America*, sets out to analyze the current national climate for graduate education—including problems of waning support—and to assess the need for change. The authors (the Panel on Alternative Approaches to Graduate Education, page 5) note that "opinion persists that a single standard . . . is appropriate for evaluation of the 307 graduate-degree granting schools in the Council of Graduate Schools in the United States" while in fact they differ widely in function. "If the institution does not arrive at a clarification of its own appropriate mission in the light of its resources and those of the competition," they warn, "the clarification will be effected by outsiders."

Since the University of Pennsylvania is no stranger to such self-analysis and is particularly so engaged now (e.g., in the design of a Faculty of Arts and Sciences, the redesign of undergraduate education with stronger links to graduate programs, and clarification of its identity for admissions and funding) *Almanac* was asked by a member of the faculty to offer a summary of the national Panel's proposals.

The full report* has five sections: *Assessing the Pressure for Change; Historical Perspectives on Expansion and Retrenchment; A Sound Philosophy of Change; Recommendations; and Projections*. The material below is based on the recommendations section, where 26 specific items are grouped under eight headings, each describing *The Problem in Brief*, with *Specific Recommendations* and suggestions *On Implementation*.

Topic I: Clarification of Mission Among Graduate Institutions. While institutions clearly differ, diversity between schools and within comprehensive universities is seen as inhibited by fear that evaluators will react negatively if they find deviations from the traditional norms in curricula, research and the like. Three recommendations are (1) that graduate institutions and programs undertake now to arrive at publicly articulated statements of goals and functions; (2) that support be sought for a commission to develop alternative standards of evaluation and apply them; and (3) that major comprehensive institutions in a single geographic area attempt clarifications among themselves, then propose a blueprint for cooperative relationships. In *Implementation*, the report notes that "success in this undertaking requires faculty and administration to seek out the true individuality of the institution, and a readiness to perceive that this search is as once a necessity and an opportunity."

Topic II: The Problem of Access: Who Can't Go to Graduate School and Who Should. "A hundred other** statistics confirm that the politics of graduate education reflect the influence of a

fundamentally sexist and discriminatory society," says the report. "And the grip of this politics is currently being tightened by a funding crisis and shrinking job markets." Five recommendations are (1) intensified recruiting of women and minorities; (2) distribution of fellowship funds and financial aid to reflect determination to correct earlier biases; (3) use of motivation and previous on-the-job achievement, plus elimination of arbitrary cut-off points in evaluation; (4) adaptation of course requirements to meet needs of intermittent students and others whose patterns differ from standard; and (5) effective communication with extension divisions. On *Implementation*: "It is one thing to advocate preferential treatment; however, and another to specify what must be done to ensure that this policy brings about desirable outcomes. Recruitment and admission of victims of discrimination will by themselves accomplish little. Attitudinal change is equally important." The report details a number of specific measures.

Topic III: Nonacademic Experience As a Resource for Learning and Teaching. Prevailing assumptions about evaluation are said to affect efforts at mid-career recycling, faculty recruitment and the like. Four recommendations: (1) that graduate departments develop nondegree learning sequences and propose new mechanisms for mature professionals to reenter; (2) that they develop consultation panels of successful nonuniversity doers in fields allied to disciplines; (3) that experts of achievement be appointed with or without usual academic qualifications; (4) that support be sought for an interinstitutional commission to develop techniques for advanced placement and serve as a permanent evaluative agency. On *Implementation*, the report cites numerous obstacles and adds that "No single set of proposals in these areas is universally practicable; procedures will and should vary in accordance with institutions and disciplines."

Topic IV: Alienation in the Student-Faculty Community. For graduate students with "slight adult experience of nonacademic life and no opportunity for participation in team research," the report points to a sense of removal from societal concerns. Three recommendations are: (1) that in every discipline graduate training include for all candidates who do not already possess such experience, a deliberate and significant component of discipline-related work outside university walls; (2) that joint elected student-faculty committees be created to maintain dialogue on matters including degree requirements and decisions about research emphases and budget priorities; and (3) that administrative authorities and influential faculty seek to strengthen a view of advanced study as a cooperative, learning-research, problem-solving venture among adults engaged in pursuits essential to the future of human society. In *Implementation*, the report again proposes using off-campus consultants; it calls for field experience in virtually all disciplines; and notes that "graduate students and faculty alike often tend to overestimate the significance of the product of graduate study (the degree) and to underestimate the significance of the process."

Topic V: Inequities and Omissions in the Reward System. Attention to innovation, improvement of instruction and curriculum, or application of knowledge to community needs may be encouraged by administrations and even received gratefully, by colleagues and community; but scales for the evaluation of these efforts neither exist nor are sought after by academic leaders. The committed may pay for their efforts at tenure time, or stop to publish papers "less significant to the cause of knowledge than the very project that is interrupted." Three recommendations: (1) that deans and chairmen work with faculty to inventory all faculty activities considered worthy of pursuit and develop standards for evaluation, then see that "assessments of faculty for tenure, promotion and salary increments are no longer based on the single criterion of research and publication but reflect . . . quality of performance in these legitimate forms of intellectual enterprise"; (2) that evaluation by both academic and nonacademic colleagues be accepted when participation in community venture is cited; and (3) that the broader scales of assessment be circulated so that faculty know in advance the weight given. On *Implementation* the report

*Available from Educational Testing Service, Princeton, N.J., 08540; single copy \$2, 50-100 \$1.50 each, 100-over \$1 each.

**Three that are given: less than 3.5% of graduate enrollments in integrated institutions are black students; in 1970 less than 14% of doctor's degrees awarded went to women; in 1967 only 9% of U. S. full professors were women.

makes suggestions for demonstrating and rating performance.

Topic VI: The Use of New and Neglected Media. Three interrelated recommendations urge graduate institutions to (1) do research in the teaching-learning process and proper use of emerging technology; (2) use such media to seek reduction in lecture courses and increase in seminars and research colloquia; and (3) explore new instructional materials and conduct faculty and student workshops in the uses and possibilities of the new technologies. On *Implementation*: "the surest way to stimulate faculty interest and action is through demonstration"; Illinois' Plato IV project is cited.

Topic VII. Toward a New Conception of Subject Matter. Throughout advanced study the report sees a tendency "to dismiss as 'unreal' areas originally excluded only because they appeared inconvenient for inquiry," and in some disciplines to forget or to sanctify the grounds for exclusion: "The losses of authority and range of reference to the public world are severe." Two recommendations: (1) that research-oriented institutions, particularly, create seminars every three to five years to examine prevailing methodologies of teaching and probe neglected areas of social reference; and (2) that professional associations, particularly in the humanities, periodically appoint blue-ribbon committees to scrutinize current academic understandings of the social uses and provenance of major disciplines. The panel notes it does not speak with a single voice on this, but goes on to quote one scholar's criticism of "false scientization" in his field, then extends the notion of such stocktaking: "Probably in every subject matter, periodic return to basic questions is essential . . ." The report suggests the major discipline-oriented institutions take initiatives in this.

Topic VIII. Insuring Viable Futures. This section* is reproduced in its entirety:

The Problem in Brief: The current beleaguering and crisis in graduate education stems in part from failures of awareness within the institutions themselves—insufficient alertness to trends in societal needs, employment opportunities, student interests, and external funding opportunities. But while steps can be, and are now being, taken to meet the current problems, there is a clear need for built-in, enduring mechanisms to prevent graduate institutions from again sliding out of touch with social reality.

The problem in one of its dimensions can be stated as a question: How can advanced educational communities be stimulated into long-range planning that simultaneously enhances diversity and commitment?

But here again there are broader dimensions. Certainly the present time is a period of transformation for all institutions; churches, political parties, agencies of government, and organs of communication have lately been confronting fundamental problems of role and identity.

The university effort at redefining its relationship to public concerns has many points of connection with comparable efforts by the larger corporations. The anxiety besetting faculties as they seek a new perspective on the function of universities has a direct counterpart in corporate board rooms.

This very similarity of situation—and the quality of anxiety—is a clue to the nature of the deeper problem at hand. That the corporation and graduate school are often almost equally harried in their attempts to stay abreast of change, to adapt to new currents of taste and aspiration, signifies not merely the absence of mechanisms for effective long-range planning. It signifies that another responsibility of highly trained intelligence—that of providing intellectual leadership in mapping the future by clarifying the choices society must soon make—has not been seized.

In the largest terms, the problem of a viable future is more than insuring that the pursuit of new knowledge can be continued in graduate school settings. It is a matter of recreating the graduate faculty as *leaders* in the search for a new understanding of the possibilities of human society and of recreating the graduate institution as one that is capable of counseling political

and cultural leaders on ways of assuring meaning to the structural changes of society now in progress.

The necessary steps cannot be taken unless the graduate faculties become more skillful in accommodating themselves to social change. But such adeptness will not be enough. The essential problem is the survival not only of graduate institutions but of a whole society in transformation.

Managing these transformations, looking ahead, concentrating attentively enough on the structural complexities and interdependencies of social and technological change—this, clearly, is a task for advanced intelligence. Yet at this moment few graduate institutions have begun to approach these problems.

Specific Recommendations:

1. Administrators and faculty at each institution should undertake now to create and fund permanent long-range planning groups to develop, through research, consultation, and other broad-based inquiries, means of insuring successful institutional adaptation to environmental change.

2. With the aid of the planning groups, departmental chairmen should prepare periodic reports on all discipline-related information vital to effective long-range planning.

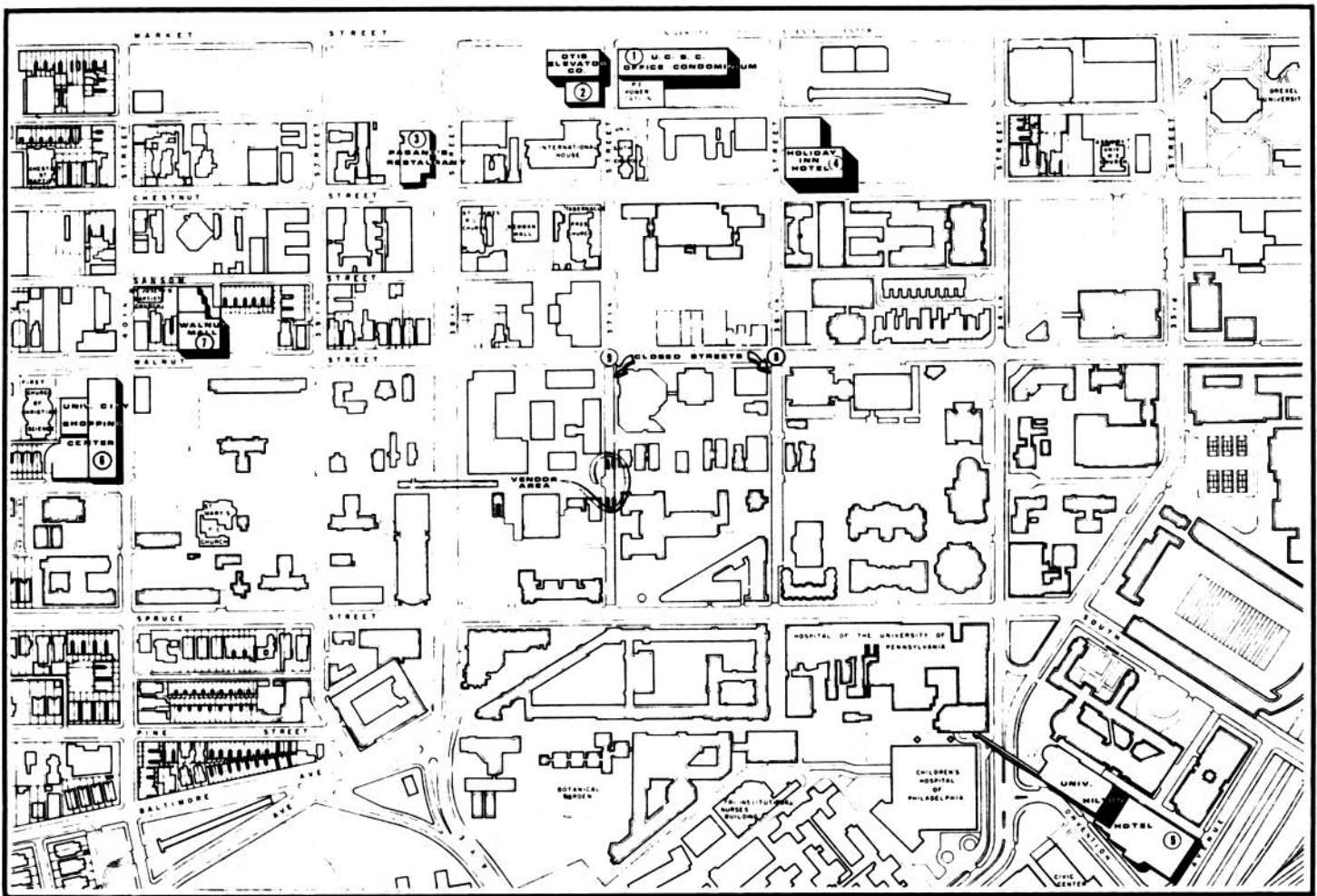
3. By interinstitutional discussion among the above planning groups about social and technological choices, and through interdisciplinary task forces engaged in future-oriented policy studies, universities should press for the development of ways in which advanced intelligence within graduate institutions can contribute to the design of viable communities for the future.

On Implementation: The primary requisite for implementation here is attitudinal change. If graduate institutions remain preoccupied with merely amending their own past inflexibilities, the likelihood is small that the pivotal role we envisage for the graduate school in societal planning can be taken up. But the step forward to a new understanding of function cannot take place without leadership. It is essential that leaders in graduate education become advocates of "future orientation."

Leadership must make clear that, to be effective, highly trained intelligence needs to acknowledge and to develop its own power of anticipation, its ability to trace out patterns and options obscured in the managerial centers of a technological society by day-to-day urgencies. Again, no single contrivance can guarantee a concern with tomorrow; we are speaking of what amounts, at bottom, to a way of perceiving ultimate uses of intelligence. The roots of this perception lie in openness to the worth and purposefulness of intellectual labor aimed at inventing a habitable future.

*From *Scholarship for Society: A Report on Emerging Roles and Responsibilities of Graduate Education in America*. Copyright© 1973 by Educational Testing Service. All rights reserved.

The Panel on Alternate Approaches to Graduate Education: J. Boyd Page, president of the Council of Graduate Schools in the United States, *chairman*; Daniel Alpert, director of the Center for Advanced Study, University of Illinois; Warren G. Bennis, president of the University of Cincinnati; Albert H. Berrian, associate commissioner of higher education, N.Y. State Education Department; Edward F. Booher, president, Books and Education Services Group, McGraw-Hill Inc.; Jean W. Campbell, director of the Center for Continuing Education of Women, University of Michigan; Benjamin H. DeMott, professor of English, Amherst College; May N. Diaz, professor of anthropology and director, Center for Continuing Education of Women, University of California at Berkeley; Patricia Albjerg Graham, professor of history and education, Barnard College and Teacher's College, Columbia University; Cyril O. Houle, professor of education, University of Chicago; Robert F. Kruh, dean of the graduate school, Kansas State University; W. Edward Lear, dean of engineering, the University of Alabama; Lincoln E. Moses, dean of the graduate division, Stanford University; Rochus E. Vogt, professor of physics, California Institute of Technology; Albert N. Whiting, president of North Carolina Central University; and I. Bruce Hamilton, ETS, *executive secretary*.



John Walters

WHAT'S GOING UP IN THE NEIGHBORHOOD?

Whenever a new hole appears in the ground near the campus, most people automatically ask, "What's Penn building now?" Lately the answer is "not much." Most of the current construction has little or nothing to do with the University, but is the work of neighboring institutions and/or commercial builders. The map above will help sort out ours from theirs:

1. Just completed at 37th and Market is a University City Science Center office condominium; a Hertzfeld & Horowitz production.
2. The next construction wall you see on the west side of 37th and Market will be for the Otis Elevator Company facility in the Science Center. (And the *Philadelphia Inquirer* praised the Center editorially for helping keep a local firm from moving out of town.) The Otis organization does more than build elevators, so it was drawn to the UCSC partly through mutual interest in transportation research and planning.
3. As announced on its matchbooks, Pagano's is constructing its own building at 38th and Chestnut.
4. At 36th and Chestnut, where the old Normandie Hotel burned so dramatically a few years back (the fire taking with it Penn criminologists' data but fortunately not the lives of the senior citizens who lived there), the Hotel owners still own the property but that's a new Holiday Inn going up behind the new barricades. (The rest of that block is still used for commercial parking, pending settlement of delays in a private builder's plan for apartments.)
5. Not to be confused with Holiday Inn is the Hilton Hotel and garage complex by E. J. Frankel on University land

between the Museum and the Hospital—and linked by a pedestrian bridge to the latter for convenience in outpatient care. (*Almanac* April 3, 1973)

6. West of campus, across 40th Street between Walnut and Locust, the large combination office building and shopping center is the work of that longtime campus neighbor, Smokey Joe. (His real name is Paul Ryan, but does a beer by any other name have as much nostalgia in the foam?)
7. On the north side of Walnut between 39th and 40th, where once stood a sadly vandalized church, Walnut Mall Shopping Center is being constructed by University City Developers. UCD is University-related but it's a commercial firm; the property now goes on the tax rolls and that makes the city happier.
8. Not much right now on 36th Street, but . . .
9. . . . 37th Street between Walnut and Spruce has just become University property, too. Government agencies turned it over to Penn this month, and it will have the same general appearance as 36th for a while. But both streets are eventually to be landscaped after the fashion of Locust Walk—that is, to be wide pedestrian ways still sturdy and uncluttered enough for emergency and maintenance vehicles to get through. (Whether the hot dog, pizza and ice cream vendors count as "emergency" or "maintenance" depends on your eating habits; but they too, are provided for in the closing of 37th Street.)

The University's Planning Office, 7th Floor Franklin Building, keeps track of all projects such as the above, and will be glad to satisfy campus curiosity about any other sites cleared, ground broken or buildings begun in the vicinity.

ENTREPRENEURSHIP II: FEBRUARY 15

The Wharton Entrepreneurial Center is sponsoring its second conference on growth opportunities for business with speakers and panelists from the Wharton faculty and the business world. Edward J. Pizek, president of Mrs. Paul's Kitchens, will give the keynote speech at the opening session. "Is Entrepreneurship Dead?" is the subject of the luncheon address by Meshulam Riklis, chairman of the board and chief executive officer of Rapid-America Corporation, parent company of a large industrial complex. Joseph M. Segel, chairman of the board of Franklin Mint Corporation and a 1951 Wharton graduate, will speak on "An Innovative Approach to Business" to close the day.

Like the Center itself, the conference will deal with the basics of starting a new business and with the uses of research in helping new ventures or established companies to succeed. Financial, marketing and sales and operations planning requirements are covered in three separate morning sessions, all panel discussions. Two open forums in the afternoon deal with legal, production, and other questions of a growing business; "Corporate Development" will consider entrepreneurship within the corporation.

"Opportunities for Business" will be at Annenberg Auditorium February 15, with lunch and cocktails at the Faculty Club. Registration fee of \$35 is payable to the Wharton Entrepreneurial Center, W-155 Dietrich Hall (CC). The Wharton B.O.A.R.D. (Business Opportunities and Risk Development) and the Greater Philadelphia Chamber of Commerce are co-sponsors of the conference.

HONORS

Dr. Fay Aizenberg-Selove has been elected to the governing council of the American Association for the Advancement of Science.

The late *Dr. Robert D. Dripps* was honored in a memorial resolution passed in December by the American Medical Association. The memorial recognizes Dr. Dripps's "courage and initiative" in bringing attention to roadblocks encountered in getting a new drug approved by the FDA for general use. With 21 colleagues, Dr. Dripps made a presentation to Congress on the difficulties of making available better anesthetic drugs; the testimony resulted in an article in *October Reader's Digest*, "The Drugs We Need and Can't Have."

Dr. Lawrence Eisenberg received the S. Reid Warren Jr. Award for distinguished teaching at the November annual meeting of the Engineering Alumni Society. The award is named for the former associate dean for undergraduate engineering who is now special assistant to Dean Humphrey.

Dr. Charles Hoban was presented the Pioneer Award of the Pennsylvania Learning Resource Association for his study of motion pictures as instructional tools. Dr. Hoban has written and co-authored several books on media and education and is associate editor of *AV Communication Review*.

Dr. Robert Maddin will receive the Distinguished Alumnus Award of the Schools of Engineering of Purdue University at a special Engineering Convocation in April. He received his bachelor of science degree from Purdue in 1942.

Dr. Harold G. Scheie is one of ten physicians to receive the *Modern Medicine* award for distinguished achievement. This year's awards were announced in the January 21 issue.

STAFF CHANGES

Paul S. Harris Jr. has become Public Relations Director of Graduate Hospital. He has been coordinator of communications for the drug program at Jefferson University and was on the public relations staff of the Health and Welfare Council in Philadelphia before that. Mr. Harris is a graduate of Philadelphia Divinity School and continues to minister at an Episcopal parish in downtown Philadelphia.

Loretta Marsella, former director of public relations at Graduate Hospital, has been appointed to the Training and Staff Development office on temporary assignment. As coordinator of communications for Personnel Relations, she will be advisory to the staff and provide planning for projects assigned by Training Director Richard J. Glover. Miss Marsella took her master's degree in public administration at Pittsburgh in 1968 and an M.A. in teaching at Brown in 1963. She was a board member of the Public Relations Institute and in 1971 received its certificate of distinction. From 1966 until 1968, she was senior planner of the Montgomery County Planning Commission.

DEATHS

Elizabeth M. Conroy (October 16 at 66), who came to the University as a records clerk in the Dental School 27 years ago. She later became clinic clerk and for eight years, until her retirement in 1971, she was head cashier.

Windsor F. Cousins (January 19 at 73), joined the legal staff of the former Pennsylvania Railroad after his graduation from the University's Law School in 1926. He served as the railroad's general solicitor from 1958 until his retirement in 1966. An alumnus of the College class of 1923, Mr. Cousins was president of the General Alumni Society for three years and, from 1961, was for ten years an Alumni trustee.

Dr. James C. Charlesworth (January 21 at 74), Emeritus Professor of Political Science, came to Penn in 1939 as visiting professor from the University of Pittsburgh, where he had studied and taught. For 16 years, he supervised educational programs at the Fels Center and in 1942 was director of the Wharton graduate division. Dr. Charlesworth was secretary of administration for Pennsylvania Governor George Leader in 1955 and in 1957 directed a commission to reorganize the executive branch of state government. As president of the American Academy of Political and Social Science, a post he held for 18 years, he initiated and edited monographs still used today, and books, including *Contemporary Political Analysis* (1967).

Dr. Charlesworth is survived by two daughters and a son. A memorial service will be held February 7 at 4 p.m. in the Franklin Room, Houston Hall. In lieu of flowers, the family has asked contributions to the University to further his lifelong work and interest in political science.

Freda Ferris (December 31 at 47), telephone operator for 4 years. She became chief operator in June.

Lawrence O. Smith (December 13 at 68), a steam fitter in the Buildings and Grounds department for 24 years. At the time of his retirement in 1971 he was a steam operator leaderman.

A-3 Assembly:

APPROACHES TO TWO PROBLEMS

The Coordinating Committee of the A-3 Assembly meets every Wednesday to discuss current problems that are of common concern, and to exchange ideas on possible solutions. At the meeting Wednesday, January 9, the subject that brought immediate response and discussion was the new accounting system.

Three points appeared to be of most urgent concern:

1. The need for establishing an ongoing instructional and guidance program for those who need it. (At present much time is consumed in trying to find someone who not only has sufficient knowledge, but who also has time to devote to answering questions on details of the system.)

2. The need for protection of employees against overload of work. (Many employees have found that the new system demands so much more time and attention than the previous one that normal duties and schedules are suffering. The pressures of unmet deadlines and backlog of work, for those accustomed to keeping abreast of their assignments and obligations, is not healthy for the individual or the department, and is not helpful to the overall operation and image of the University.)

3. The need to provide sufficient manpower to assure the meeting of obligation deadlines—payment of salaries, bills, etc. (At a time when computer systems are claiming so much time and attention, it is helpful for us all to make a clear distinction between programming computers and assigning work to employees. The computer cannot correct its mistakes. It has no concern as to whether it makes the same mistake several thousand times. It has no conscience about missing deadlines, failing to pay bills or salaries. And it doesn't mind breaking down and leaving the University in a bind.)

It seems that as an educational institution whose stated purpose is to help students live a life of service to mankind, the University has a here-and-now opportunity to provide an example by serving, with intelligent consideration and thoughtfulness, all those who contribute to the carrying out of its educational mission.

"Unfilter" Communications

Earlier, an ad hoc committee on communications was formed with representation from the Administrative Assembly. At their second meeting on December 13, the following problem areas were pointed out:

1. Communications from the Personnel Department to, or concerning, A-3 employees in regard to changes in hours, holidays, vacations, etc.

2. Communications in schools or departments which have several subdivisions and a large number of employees. (In many of these areas, communication with A-3 employees is not properly provided for. There should be a definite system in each area for distribution of vital information to all employees, and the employees should be informed as to what the system is.)

3. Communications from another office or department that affect the day-to-day activities of A-3 employees as well as administrators, for example:

- changes in personnel through replacement or promotion
- changes in location of offices or departments
- changes in procedure
- changes in systems
- changes in forms

(Many communications (or copies of them) should be given directly to A-3's who do the work involved. Detailed information, where accuracy is so important in the "systems" of today, should not be "filtered" down a theoretical line of authority, or summarized by someone who may not understand the details involved.)

OPENINGS AS OF JANUARY 24

ACADEMIC ADMINISTRATOR

VICE PRESIDENT FOR HEALTH AFFAIRS. Principal University officer responsible for educational and service programs in the schools of Medicine, Dental Medicine, Veterinary Medicine, Nursing and Allied Medical Professions and two University-owned hospitals. Salary to be determined.

Dates in parentheses refer to publication of full job description in ALMANAC. Those interested should contact Personnel Services, Ext. 7285, for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially.

ADMINISTRATIVE/PROFESSIONAL (A-1)

ACCOUNTANT I (1/15/74).

ASSOCIATE DEVELOPMENT OFFICER II (1/8/74).

BUSINESS ADMINISTRATOR II (1/15/74).

DEPARTMENT HEAD I, medical reference librarian (1/22/74).

DIRECTOR OF ADMINISTRATIVE SERVICES, Veterinary Medicine (1/8/74).

DIRECTOR OF AUDIENCE DEVELOPMENT responsible to managing director for the continuous expansion and development of audiences for productions performed at Annenberg Center theatres. *Qualifications:* Graduation from recognized college or university and/or five years' experience in areas described above. Appropriate experience in sales promotion, fundraising, industrial personnel services, community organization programming and operation of tour companies as they relate to audience development. \$13,550-\$16,875 (midpoint).

DIRECTOR OF COMMUNICATIONS (1/22/74).

DIRECTOR OF SUPPORTIVE SERVICES (1/15/74).

FINANCIAL ANALYST (1/8/74).

FISCAL COORDINATOR for school. Responsible for all requisitions payments forms, personnel forms, records of current expenses. Prepares monthly statements for departments, monitors budgets, assists in budget preparation and acts as assistant office manager. *Qualifications:* Graduation from college with accounting major, at least five years' progressively responsible experience in financial field. \$8,900-\$11,975 (midpoint).

NURSE, R.N. (staff). Ran 1/15/74 as an A-3 position. Has been reclassified.

SUPPORT STAFF (A-3)

ADMINISTRATIVE ASSISTANT I (1/22/74).

CONTRACT ACCOUNTANT, Comptroller's Office (1/8/74).

ELECTRONIC TECHNICIAN/ENGINEER (11/6/73).

MACHINIST I, research area on campus (1/8/74).

MECHANICAL ESTIMATOR (1/15/74).

MEDICAL SECRETARY (3) (1/22/74).

RESEARCH LABORATORY TECHNICIAN II, New Bolton Center (12/18/73).

RESEARCH LABORATORY TECHNICIAN II, undergraduate students' lab (12/18/73).

RESEARCH LABORATORY TECHNICIAN II for lab duties in the area of alcohol metabolism and alcoholism. Enzymatic assays, preparation of subcellular fractions, simple chromatographic procedures to be performed under the direction of Ph.D. biochemist. *Qualifications:* B.S. in biology or chemistry. \$6,675-\$7,775-\$8,875.

RESEARCH LABORATORY TECHNICIAN III (1/22/74).

SECRETARY I, campus offices (1/8/74).

SECRETARY II (7) (1/8/74).

SECRETARY III (8) (1/8/74).

TECHNICAL TYPIST, medical office on campus. *Qualifications:* Excellent typing and dictaphone experience. Medical terminology essential. Several years' experience preferred. \$5,425-\$6,325-\$7,225.

GETTING ORGANIZED: FEBRUARY 5

Dr. David Coates of York University, Toronto, will join V. P. Paul Gaddis and Gary Blanchard as speakers at next Tuesday's seminar on *How to Get Yourself and Your Organization Better Organized* (Almanac, January 15). Limited to 20 University people who have broad management responsibility; Faculty Club, 8:30 a.m.-5 p.m. Reservations at \$35; Mia Argentieri, Ext. 6693.

THINGS TO DO

THEATRE/FILM

Film-Flam. Mask and Wig production begins January 31 the clubhouse, 310 S. Quince St.; runs until February 23. Cabaret performances including dinner: Wed., Thurs., \$12.50; Fri., Sat., \$14. Performances only: Wed., Thurs., \$5, \$4.50; Fri., Sat., \$6, \$5. Bar opens 6 p.m., Dinner, 7:30 p.m.; performances 8:30 p.m. Students nights: February 1, 8, 14, 21, March 20; Wed., Thurs., \$3.50, \$3; Fri., Sat., \$4, \$3.50. Reservations: WA 3-4229.

It's All Right to Be Woman Theatre, a radical feminist theatre group, performs at Christian Association February 1, 8 p.m. CTS Women's Studies Theme is the sponsor.

The Fantasticks. Penn Players production of the Tom Jones-Harvey L. Schmidt musical directed by Charles Seymour Jr. Houston Hall Auditorium, February 7-10 and 13-16, 8:30 p.m. Tickets: \$1, Houston Hall ticket desk.

Annenberg Cinematheque. Film Director Amos Vogel and Coordinator Cara Crosby have produced a series of little-known and new films to be shown Thursday through Sunday beginning February 7. There are four series of seven films each plus selected shorts. Until April 7, our neighborhood theatre is offering a different program every day, two screenings daily, each program repeated the following day. A brochure available at the Annenberg Center box office describes the films in Series A: *Japan—Different Civilizations*; Series B: *Changing*; Series C: *Secret Communications*; and Series D: *Varieties of Horror*. Studio Theatre, Thurs.-Sat., 7:15 and 9:45 p.m. Limited seating; tickets at \$2 per program (\$1 student) on sale now for screenings until February 28; on sale February 20 for screenings until April 7 at box office, Ext. 6791.

MUSIC

Temple Painter and Gilberto Munguia in a concert of music for harpsichord and cello. Museum auditorium, January 31, 8 p.m. Tickets: \$2, Houston Hall information desk. Sponsored by PUC Performing Arts Committee and Activities Council.

LECTURES

Law and the Liberal Arts. Colloquium on creativity in law, literature, history and music with Professor of Music George Rochberg, Benjamin Franklin Professor Louis B. Schwartz and historian Barbara Tuchman. The colloquium is in memory of the late Catherine Drinker Bowen, whose portrait by Philadelphia artist Rebecca Cooke will be dedicated before the colloquium begins. In her works on early American history, in her biographies and not least in the history of her own family (*Family Portrait*, 1970), Mrs. Bowen dealt with the influences of the liberal arts upon legal disciplines. Room 100, Law School, January 30, 4 p.m.

The Earth's Interior. Leon Lecture by Dr. Frank Press, chairman of the department of earth and planetary sciences at MIT. A-1 DRL, January 30, 8:15 p.m.

Susan B. Anthony Workshop. February 2, a prelude to city-wide celebration of the 154th birthday of the noted suffragist. Women's historians Gerda Lerner of Sarah Lawrence and Ellen DuBoise of SUNY/Buffalo will speak. Day-long workshops offer materials and formats for courses in women's history. International House, 9:30-3:30 p.m. Sponsored by the University's Office of Women's Studies and Philadelphia chapter of NOW, primarily for high school teachers and students.

GRANTS

SPONSORED RESEARCH

A Summary of Contracts and Grants for Research and Related Activities Received by Faculty Members during December 1973.

ADVANCED RESEARCH PROJECTS AGENCY: *A. Heeger* (Physics) "Molecular Design of Solid State Phenomena" \$129,065.

NATIONAL INSTITUTE OF HEALTH: *T. Asakura* (Johnson Fdn./Biophys.) "Mechanism of Oxygen Supply to Tissue" \$25,022 . . . *A. Brown* (Dent. Path.) "Glycoproteins of Transformed Salivary Glands" \$10,504 . . . *R. Coburn* (Physiol.) "Measurement of Endogenous Carbon Monoxide Production" \$31,239 . . . *S. Cohen* (Med.) "Physiologic Characteristics of the Pyloric Sphincter" \$41,408 . . . *R. Colman* (Med.) "Biochemistry and Pathophysiology of Plasma Kallikrein" \$10,693 . . . *D. Cooper* (Surg.) "Mechanism of Oxygen Activation for Aerobic Hydroxylations" \$31,239 . . . *L. Davis* (Radiol.) "Radiation Therapy Oncology Group" \$2,874 . . . *A. Dubois* (Physiol.) "Mechanical and Biochemical Function of Lung and Pulmonary Circulation" \$31,239 . . . *A. Fishman* (Med.) "Response of Lung to Injury" \$370,760 . . . *J. Flaks* (Biochem./Med.) "Metabolism of Normal and Bacteriophage-Infected *E. Coli*" \$59,192 . . . *J. Furth* (Pathol.) "RNA Metabolism in Mammalian Cells" \$40,469 . . . *G. Gerstein* (Physiol.) "Studies of Interactions Between Neurons" \$19,834 . . . *R. Marshak* (Vet. Med.) "Laboratory Animal Care Program" \$29,908 . . . *M. Papadopoulos* (Physiol.) "Placental Exchange of Gases and Divalent Changes" \$1,500 . . . *L. Peterson* (Bockus Res. Inst.) "Cardiovascular Control by Neural and Chemical Systems" \$555,649 . . . *M. Pring* (Med.) "Medical School Computer Facility" \$199,669 . . . *T. P. Stein* (Surg.) "Nitrogen Pools and Turnover in Surgical Patients" \$47,591 . . . *L. Warren* (Therapeutic Res.) "The Surface Membranes of Normal and Cancer Cells" \$112,262 . . . *S. Winegrad* (Physiol.) "Cellular Basis of Cardiac Contractility" \$51,878.

HEALTH SERVICE MENTAL HEALTH ADMINISTRATION: *M. H. Samitz* (Dermat.) "Clinical and Laboratory Studies of Metal Sensitivity" \$30,614.

ATOMIC ENERGY COMMISSION: *C. Ramberg* (Clin. Stud./Vet.) "Calcium Kinetics in Cows" \$21,750.

NATIONAL SCIENCE FOUNDATION: *S. Asch* (Psychol.) "Studies in Cognition: Recognition, Recall and Association" \$30,000 . . . *N. Kallenbach* (Bio.) "Stability of Single and Double Stranded Nucleic Acids" \$50,000 . . . *W. Labov* (Ling.) "Quantitative Study of Linguistic Variation and Change" \$96,500.

PRIVATE FOUNDATIONS, RESEARCH ORGANIZATIONS AND ASSOCIATIONS AND INDUSTRY

DELAWARE VALLEY REGIONAL PLANNING COMMISSION: *L. Wingo* (City and Reg. Plan.) "Cooperative Work Study Program" \$60,000.

AMERICAN PHILOSOPHICAL SOCIETY: *A. Weinstein* (Med.) "Da-land Fellowship" \$9,000.

POPULATION COUNCIL: *R. Ginsberg* (Soc.) "Testing a Mathematical Model of Population Mobility" \$3,537.

RESEARCH TRIANGLE CORPORATION: *R. Showers* (Systems Eng.) "Preparation of Electromagnetic Compatibility Handbook" \$97,996.

SCHERING CORPORATION: *J. Alexander* (Clin. Stud./Vet.) "Effect of Osteogen on Bone Healing in Horses" \$5,398.

Summary: Contract and Grant Awards from July 1973 through December 1973: 325, totaling \$22,787,300.

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