

Almanac

Volume 20, Number 27

March 26, 1974

Published Weekly by the University of Pennsylvania

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LOUIS I. KAHN 1901-1974

Lou Kahn was a master, and the spiritual father of the architectural tradition at Penn. The school is fortunate indeed to have had his devoted interest for twenty years. In no way can he be replaced, and the school will be forced to renew its tradition in other ways. Kahn had international fame as an architect, but we knew him as a teacher with a magic ability to communicate with the young. He spoke in idiosyncratic language, sometimes exasperating to the middle-aged but invariably lucid and compelling to his students. He had a divine gift of immediate communication of his feeling for architecture; one got from him the conviction that architecture was not just a plaything but something which needed the devotion of a lifetime.

—Dean Peter Shephard

Memorial services will be held at 11 a.m. Tuesday, April 2, beside the Richards Building on Hamilton Walk. But in case of rain: the Museum.

Louis I. Kahn, the architect who asked first "what the building wants to be," died March 17 at the age of 73. The Paul Philippe Cret Emeritus Professor died of a heart attack at Pennsylvania Station in New York City on his way back from India to meet his Monday morning class at the University. He had been in Bombay overseeing work on his buildings for the Institute of Management at Ahmedabad.

One of Professor Kahn's most famous works is the Alfred Newton Richards Medical Research Building here. With that building, the architectural historian Vincent Scully said, he "created an epoch"; and Paul Goldberger in *The New York Times* called it "one of the major esthetic statements of the sixties." He had what Ada Louise Huxtable called "an equal sense of the archaic and the contemporary" which suited both East and West: the master plan for the capital of East Pakistan (now the capital of Bangladesh), the Yale Art Gallery, the Kimbell Art Museum in Fort Worth, Texas, the Salk Institute at La Jolla, California.

Louis Kahn was born in Osel, Estonia, and came to America in 1905. He studied at Philadelphia's Central High School, and, though he had been urged to continue his education at the Pennsylvania Academy of Fine Arts (partly because he had won their drawing prize every year he was at Central), he came instead to Penn where he received his bachelor's degree in architecture in 1924. In his student years here, he was an assistant teacher and played piano in movie houses to pay his tuition. On graduation, he was employed as chief of design for the 1925-26 Sesquicentennial Exposition in Philadelphia, and in 1933, he organized and directed the Architectural Research Group of 30 unemployed

architects who studied city planning methods and housing projects. In 1936, Professor Kahn's work was part of a Museum of Modern Art exhibition of architecture in government housing, and since then he has been a consultant to city planning groups. West Philadelphia's serendipitous Mill Creek Project was one of his, as was the much-talked-about "Market Street East" plan that is at least partly alive today.

Among Professor Kahn's many awards are the Royal Gold Medal for Architecture of the Royal Institute of British Architects (1972) and gold medals from the regional urban planning committees of the American Institute of Architects' New York and Philadelphia chapters and the AIA's national gold medal (1971). He received the Arnold Brunner Prize of the National Institute of Arts and Letters and the 1965 Gold Medal of Honor of the Danish Architectural Association. Six American colleges awarded him honorary doctorates, and he also held one from the Polytechnic Institute of Milan.

He taught at Yale for ten years and was Albert Farwell Bemis Professor at the school of architecture and planning at MIT before he joined the University in 1955. In 1966, he was first to hold the Paul Philippe Cret Professorship, created by a bequest to the University from Professor Kahn's own teacher.

Professor Kahn loved teaching. "I feel it is my chapel," he once said. And again, in an interview for *The Pennsylvania Gazette*: "I really envision one of the most beautiful places to be in . . . is a university. It is without question a prime necessity in life."

Why the Liberal Arts?

A statewide conference on undergraduate education will be held here Wednesday and Thursday (March 27-28), focusing on "The Purpose of an Education in the Liberal Arts." The conference, arranged by the Office of the Vice Provost for Undergraduate Studies, will involve academic deans and vice presidents from some 50 of the 90 four-year colleges in Pennsylvania and ten from neighboring states.

A pre-conference panel discussion on "The Role of the Humanities in Undergraduate Education" is open to the University community at 4 p.m. Wednesday in Stouffer Triangle's ground-floor conference room. On the panel will be Dr. Jacqueline Mattfeld, Dean and Vice Provost at Brown University; Dr. Erwin Steinberg, Dean of Humanities at Carnegie-Mellon University; and Drs. Albert Lloyd and Van Harvey of the University.

The conference proper starts with a keynote address by Dr. Carl Kaysen, Director of the Institute for Advanced Study at Princeton and a member of the Carnegie Commission, at dinner Wednesday in the University Museum.

Thursday's events include a morning panel discussion on four aspects of undergraduate education, led by Pennsylvania Commissioner of Higher Education Jerome Ziegler; Rosemont College Dean Margaret Healy; and Drs. D. Bruce Johnstone and Lee Peachey of Penn.

Among the day's topics will be transition between high school and college curriculum; the basic components of the liberal arts; and the relationship between the liberal arts and preparation for careers. "In the past few years growing numbers of students have been choosing courses of study in the undergraduate colleges which lead more directly into graduate professional education or career opportunities," Vice Provost Humphrey Tonkin said. "This trend has stimulated reflection on the part of college administrators and faculty as to the purpose of an education in the liberal arts."

A DAY FOR A.I.D. STUDENTS: APRIL 2

One hundred and sixty junior high school students who have been participating in the city-wide Achievement for Individual Development program will make a field trip to campus next week to see what university life is like. Planned by Professors Albert Oliver, Norma Kahn and Allan Glatthorn with student teachers at the Graduate School of Education, the visit is the spring highlight of the A.I.D. program, which gives special attention to seventh, eighth and ninth graders who need help in reading and mathematics. The program is also a motivational one, and part of the students' time here will be spent learning about preparing for college and careers. Dr. Oliver and Associate Dean of Students Claude Mayberry will greet the students who later, in small groups, will join members of the advising program for black students for tours of Wharton, Law GSE and the health care schools.

BICENTENNIAL PLANNING GRANT

The National Endowment for the Humanities has awarded a grant to Dr. Arnold Thackray, chairman of the Department of History and Sociology of Science, and Dr. Whitfield J. Bell Jr. of the American Philosophical Society to plan an international bicentennial congress "The Eighteenth-Century Revolution in Science". It will involve historians of science and culture from all over the world and will hold sessions both here and at the APS.

Faculty Club

MEET THE NEW MANAGER

The Board of Governors is pleased to announce the appointment of James M. Lloyd as manager of the Faculty Club and the promotion of Mrs. Kay Clifford Barnes to associate manager. We also wish to express our sincere appreciation to Mrs. Barnes for her outstanding work as acting manager during the period of our search for a manager. The Club has thrived under her directorship. There will be a reception at the Faculty Club for both Kay and Jim Lloyd on Wednesday, April 3 from 5 p.m. to 6 p.m. All members are cordially invited; cocktails are on the house.

It's nominating time again. A nominating committee should be formed by the time this notice appears. Five members are to be elected for two-year terms on the Board of Governors and three members are to be elected to serve for one year on the House Committee. If you have suggestions for nominees, please send them to the Nominating Committee, in care of the Faculty Club, 200 S. 36 St. (CD).

Finally, a small but troublesome matter. If you are going on leave, it is *your* responsibility to notify the business office of the Faculty Club if you want your dues suspended during your leave. Failure to do so may result in your being dunned for unpaid dues.

—John de Cani, President

COUNCIL

ACTION ON RACIAL CENSUS, ACADEMIC PLANNING

The University Council passed a resolution Wednesday to expand the Academic Planning Committee by three members. The action brings the faculty membership to seven and the students to three, specified as one undergraduate, one graduate student in the arts and sciences and one graduate professional student.

The Faculty Affairs Committee's resolution on racial census (*Almanac* December 18, 1973) passed in amended form:

I. Statement of principle:

The *Council* opposes the principle of a 'racial census', insofar as it involves racial (or ethnic) identification of individuals. At the same time, the *Council* endorses efforts being made to eliminate any discrimination on the basis of race (or any other non-academic basis) and recognizes the necessity for identifying progress in this area. At the moment, the only method acceptable to HEW and other interested parties seems to be a racial census. It appears, therefore, that the only way to solve, at least partially, the dilemma posed by these seemingly irreconcilable principles, is to proceed step-by-step, first taking action to guard against the most serious dangers inherent in the census, and then working on a long-range basis to attempt a fuller solution.

II. Proposals

1. It should become University policy immediately that any necessary racial identification of individuals be self-identification (not by department chairmen, supervisors, etc.), and be completely voluntary. This means no pressures of any kind may be exerted on a staff member either to answer or refuse to answer such questions (it is our understanding that this policy has already been put into effect for new faculty members: forms contain racial and ethnic identification plus 'decline to identify').

2. All documents, computer tapes, or similar records compiled by methods other than specified in #1 above should be destroyed *when such adequate records can be re-compiled on the basis of #1*. These should be subject to at least the same degree of confidentiality as present records and be released to authorized agencies only as non-traceable numbers. *The tape that contains the records cannot include Social Security numbers.*

(Paragraphs 3 and 4 deleted.)

OF RECORD



ROLE OF THE FACULTY IN APPOINTMENTS AND TENURE

I am pleased to introduce and endorse the following statement of the Senate Committee on Academic Freedom and Responsibility regarding the proper role of a faculty in determining its own membership. As you know, this has been the subject of some debate in recent months, and I am delighted that the Committee has undertaken to clarify the issue. The Committee's statement has been discussed with me and members of my staff, and I believe it represents a proper balance between the responsibilities of a faculty and those of the academic administration in matters of academic appointment. The statement requires full consultation with faculties before academic appointments are made and it recognizes the primacy of faculty opinion in such matters. It does not, however, grant to faculty personnel committees (or their counterparts in schools which do not have personnel committees) an absolute veto over the appointment process. It does clearly imply that appointments without such concurrence require special justification and it provides a mechanism by which the Committee on Academic Freedom and Responsibility may request the officers of administration to present such justification in detail.

I believe this statement is reasonable and proper, and effective immediately, it shall be incorporated in the procedures of the Provost's Staff Conferences.

—Eliot Stellar, Provost

STATEMENT OF THE SENATE COMMITTEE ON ACADEMIC FREEDOM AND RESPONSIBILITY

Article VII, Paragraph 2 of the Statutes of the Corporation states that "Each faculty shall determine the qualifications for membership in that faculty."

The Senate Committee on Academic Freedom and Responsibility finds in this statement a basis for establishing policies with respect to the academic freedom and responsibility of faculties (in addition to those of individual faculty members) on matters of appointments and of the granting of tenure; namely, the freedom from improper external pressures, and the responsibility to maintain high professional standards.

In the judgment of the Senate Committee, this statement

(1) requires that in all appointments to a faculty (including the granting of tenure), faculty opinion must be consulted;

(2) requires that each faculty have effective procedures for articulating faculty opinion;

(3) implies that an appointment to a faculty of a person who has been judged by that faculty to be unqualified, or on whose qualifications the faculty has expressed no opinion, may constitute a violation of the Statute. In such a case the officers of administration, prior to making the recommendation to the Trustees, must inform the Dean, the faculty body charged with the responsibility of recommending personnel actions and whose recommendations in the case at hand have been rejected, and the appropriate committee on Academic Freedom and Responsibility of their action. Upon motion of the Dean, the faculty body, or upon its own initiative, the Committee on Academic Freedom and Responsibility may request the officers of administration to present their case that no violation of academic freedom has occurred; and

(4) implies that when there is reason to believe that a rejection by the officers of administration of a positive faculty recommendation involves a violation of academic freedom (e.g., improper pressure from groups or individuals), the case may be brought before an appropriate Committee on Academic Freedom and Responsibility for review.

*Dr. June Axinn
Dr. Mirjan Damaska
Dr. Phillip DeLacy*

*Dr. Henry Hiz, chairman
Dr. Philip Rieff
Dr. Iraj Zandi*

FACULTY PERSONNEL CENTER AT SCUE

Following is the text of a letter sent to academic department chairmen throughout the University by the chairman of SCUE (Student Committee on Undergraduate Education). It was transmitted to ALMANAC by the Provost.

In recent years we have witnessed an increase in student interest concerning University personnel decisions. In many cases students have ineffectively tried to influence a system which they feel has demonstrated little tangible commitment to their best interests. In some of these cases tempers have flared, and the emotional surroundings have precluded the possibility of rational presentation of the issues. These high-volume disputes do more to infuriate than they do to inform.

SCUE does feel that students should have an avenue by which they can constructively influence promotion, reappointment, and tenure decisions. We feel that the importance of teaching is underemphasized at present, and that higher stakes must be assigned the question of teaching excellence at the University. This necessitates an improved exchange of information at all levels of decision-making.

To this end, we have decided to establish a Personnel Center in the SCUE office. This Center will maintain an

active file of all upcoming personnel cases, in order that students wishing to offer their opinions might have the benefit of comments made by others. In this way, concerned undergraduates can work together to present cogent briefs on faculty members about whose teaching competence they have strong opinions. We believe the Center will be of value to both the students and the decision-makers, having as its by-product the elimination of voluminous and discursive correspondence.

This memo, in addition to informing you of the creation of the Personnel Center, also serves notice of the appointment of Jonathon Rikoon as Personnel Coordinator. Mr. Rikoon and I now solicit your cooperation in forwarding to us at your earliest possible convenience a listing of all cases (reappointment, tenure, and promotion) arising in your department during the Spring and Fall semesters of 1974, inclusive. We hope that this will institute in your department a system of periodic listings of this nature, and that you will be able to continuously update the information as revisions become necessary, sending all materials to us in 17 College Hall.

SCUE appreciates your assistance in this project. We think it will prove helpful to all concerned parties. We look forward to hearing from you in the near future.

—Michael Sandberg, Chairman, SCUE

SENATE

REGULAR SPRING MEETING APRIL 17 3-6 P.M.

Room 102, Chemistry Building, 34th & Spruce

On the Agenda:

Questions and Answers on five reports to be distributed by mail:

- Academic Freedom Committee
- Economic Status of the Faculty Committee
- Committee on Administration
- Committee on Education
- Committee on the Faculty

Discussion and final action on Report on Grievance Procedure and proposed by-law change, to be distributed by mail.

Discussion of reports of the *ad hoc* Committee on the Structure of the Senate and *ad hoc* Committee on Revision of the Nominating Procedures, to be distributed at the meeting; no action to be taken until the fall.

Discussion and action on the Report on Tenure, to be distributed by mail.

Discussion and action on the Report of the Academic Planning Committee on Measuring Academic Excellence, distributed by mail October 22, 1973.

SENATE OFFICERS, 1974-75

Since no additional nominations by petition have been received within the allotted time, the slate of the Senate Nominating Committee is declared elected. Those elected are:

Chairman-Elect: *Ralph D. Amado* (Professor of Physics)
Secretary-Elect: *Steven C. Batterman* (Assoc. Prof. of Applied Mechanics)

Members of the Senate Advisory Committee (to serve a 3-yr. term beginning May 1974):

- Robert F. Evans* (Professor of Religious Thought)
- Vartan Gregorian* (Tarzian Professor of Armenian & Caucasian Studies)
- Richard Kadison* (Professor of Mathematics)
- Carroll Smith-Rosenberg* (Asst. Prof. of History & Psychiatry)

Members of the Senate Committee on Academic Freedom & Responsibility (to serve a 3-yr. term beginning May 1974):

- Paul Bender* (Professor of Law)
- Phoebe S. Leboy* (Assoc. Prof. of Biochemistry in Dental Medicine)

Dr. Donald H. Silberberg

Alternates:

- Jacob M. Abel* (Assoc. Prof. of Applied Mechanics)
- Madeleine M. Joulie* (Assoc. Prof. of Chemistry)
- John M. Stockton* (Professor of Business Law)

BUDGET: SUBCOMMITTEE ON INDIRECT COSTS

The Budget Committee has named a subcommittee to examine all indirect cost centers with a view to suggesting methods of improving efficiency, and to advise the Vice President for Management and the Provost on changes in allocation to help achieve such efficiencies. It is empowered to seek the advice of outside consultants as well as existing operating committees.

Dr. Paul Taubman, Chairman of the Senate, chairs the subcommittee. On it are Vice President Harold Manley, and Dr. James Ferguson of the parent Budget Committee, and Dean Arthur Humphrey and Dr. Marshall Bloom.

LETTERS

ON THE RACKIN PAPERS

At the request of the Senate Advisory Committee ALMANAC has withheld, pending a SAC decision due April 3, the publication of some papers submitted in connection with a federal court case involving the University and several of its members. In the meantime, SAC's editorial advisor to ALMANAC has authorized the insertion of the following correspondence.—Ed.

WEOUP TO ALMANAC, 3/14/74

We are greatly disturbed at the news in the student press that you will not be publishing the Rackin Papers in March, and that the decision to publish at all seems still to be under debate.

WEOUP began asking for publication of these papers in December, shortly after they became part of the public record. After going through an inordinate amount of red tape in January, we requested formally in writing on February 6 that they be published. We agreed to all of the stipulations of the Senate Advisory Committee as transmitted by you and Dr. Phoebe Leboy, including payment for your cost overrun to ensure that the documents are printed uncut. We were seconded in our request by both the AAUP's Committee W, and the Women's Faculty Club.

None of this is being done for trivial reasons. When excerpts from these documents appeared in the *Daily Pennsylvanian*, it was possible for uninformed members of the University community to say "Yes, but what did they leave out?" We are willing to see full disclosure in order to show that nothing the D.P. left out would justify the behavior of this University toward Dr. Phyllis Rackin.

Briefly, these documents dating between 1968 and 1971 show how a department chairman and a dean managed to convert a heavily favorable departmental vote into a barely negative one despite extremely favorable recommendations from outside scholars as to her scholarship and from the English department's own best students as to her teaching. They show how, in the face of a favorable recommendation by the College Personnel Committee, Dr. Rackin was denied promotion; and how despite a College Academic Freedom Committee ruling that she had tenure, she was later denied departmental affiliation. They show that in order to keep her from having a departmental home and the promotion that normally accompanies tenure, it was necessary for her detractors to deny the validity of the Academic Freedom Committee itself and the right of the Provost of the University to carry out the recommendation of that Committee.

As a result, in a University which feels so strongly about departmental affiliation that even its most distinguished chairholders in interdisciplinary subjects must have such affiliation, *Dr. Phyllis Rackin is our only Assistant Professor of Nothing!*

The documents show vindictive and distinctly unscholarly behavior on the part of male members of the University toward a female who dared to hope to enter the male-entrenched tenure ranks.

And they show very clearly that the University needs to clean up its procedures. We are frankly supporters of Dr. Rackin herself. But beyond that we are concerned on behalf of all the women at Penn. We speak for the dozens of women lost to us through departmental resistance to giving tenure to females. We speak for the handful of women faculty we do have here, who must stretch themselves unbearably thin so that the University can boast of having "one each" woman on its vast number of committees, boards and task forces. We speak for the students who are denied access to women's advice and example in most of the disciplines taught at Penn.

Some of this University's foot-dragging in affirmative action can be attributed to shortsightedness and ineptitude, we are sure. But the University's behavior toward Phyllis Rackin shows not only ineptitude but bad faith; and not only bad faith but possibly something worse: a warning, in effect, that women are not wanted here. That for the sake of federal funds the University will hire a few if it has to, but it will treat them as badly as it can get away with. That any woman who dares to question that treatment will be driven off no matter how low men have to stoop to do so.

These are broad allegations. We did not start by asking you to publish allegations; we asked only that you publish the record and let the record speak for itself.

That you have not done so speaks very poorly for the University's good faith toward open expression. The reason is obvious, to us: the University can't stand to have its own faculty know what is in those documents.

Thus we have the ludicrous situation in which the student paper can publish, or any off-campus paper can publish, or any passing stranger can see at the courthouse, what cannot be shown in the faculty's own journal.

Your suggestion that publication might set a precedent damaging to the confidentiality of records during grievance processes is without merit for one simple reason: these are not confidential documents. They are public records. They were obtained legally by WEOUP as indeed they can be obtained by any person who wishes to do so. The fact that the Judge ruled that the oral depositions will not become part of the public record until the trial in no way affects the written documents we have asked to see in print.

Our original request to publish still stands. But if you are not prepared to honor it immediately, we now request that you publish this letter, our letter of February 6 and the letters of support from Committee W and the Women's Faculty Club.

There has been censorship enough.

—Carol E. Tracy, President
Women for Equal Opportunity at the University of Pennsylvania

Under its normal policy of seeking response to complaints to be published in the same issue as the complaint, ALMANAC sent the above WEOUP letter to the Chairman of the Senate, who replied as follows:

SENATE CHAIRMAN TO ALMANAC, 3/19/74.

At its last meeting, the Senate Advisory Committee reconsidered the question of whether the Phyllis Rackin documents that WEOUP and two other groups have asked you to publish should be printed in the *Almanac*. At the conclusion of our discussion, we voted to set up a subcommittee to report back to us on this issue at our April 3 meeting and to request that you not publish the papers before that meeting.

I do not know the exact reason why the members of the committee voted as they did, but I can at least give you my impressions, as colored by my own reasons. First, at our March 6 meeting some new issues and problems were raised, e.g., whether the publication would set unfortunate precedents under the new, shortly to be published, grievance procedure; whether the publication would be likely to subject the University to libel and slander suits; and what were the proper criteria for accepting or rejecting individual articles in the *Almanac*. I think we felt that the issues raised were important enough in this and potentially in other cases that the Senate Advisory Committee, who has certain responsibilities for the *Almanac*, should give more thought before answering. Second, while we felt that the issues raised in the Rackin case may well transcend her own position, the more general concerns will not have vanished in one month. Since we were assured that the documents could be printed by the end of the month if we were to recommend publication at our April meeting, we felt that a more considered opinion would be preferable. The subcommittee consists of Fred Karush, Robert Mundheim, and two *ex-officio* members: Phoebe Leboy, who is the SAC's liaison person with the *Almanac*, and myself.

I wish to thank you for your cooperation and assure you that the SAC will render its decision at its next meeting.

—Paul Taubman, Chairman

As requested, the three earlier letters asking for publication of the "Rackin Papers" are appended, right. Dr. Leboy notes that contrary to the implication in paragraph five of WEOUP's February 6 letter, the Senate Advisory Committee did not make Dr. Rackin's permission a condition of publication.

WEOUP TO DR. LEBOY, 2/6/74

This is to confirm our conversations requesting the insertion of the so-called "Rackin Papers" in the *Almanac* as a matter of record. Although the *Daily Pennsylvanian* on December 10, 1973, published a chronology with excerpts from this record, and although the D.P. quite properly indicated that these were only excerpts, their publication has led to much speculation about what was *not* said.

We believe that only through a complete and undistorted presentation of these papers can the University Community fairly judge whether Dr. Rackin received fair and honorable treatment as a member of our faculty.

We are concerned not only with Affirmative Action (or lack of it), but with academic decency and the safeguarding of the academic process. In 230-odd years, a university collects many "traditions." It also wisely discards a few. What should remain to us is a chain of intelligent academic procedure that has been tested and found strong enough to carry us into the future. If we cannot begin to distinguish between the needed links in that chain and the encrustations of personal power and outdated prejudice that have attached themselves like barnacles to it, then we have not done well for our University no matter whose case wins in court.

The true court for the Rackin case should have been the University. We recognize that full disclosure now must include reiteration of charges against her character; and while we regret that these charges must be repeated, we do submit them alongside the material we believe supports her right to advance in this academic community as something other than a "case."

We understand that you have taken this matter to the Senate Advisory Committee, whom you represent in matters concerning the insertion of faculty material in *Almanac*, and we accept the SAC guidelines you have conveyed to us: that Dr. Rackin's permission must be obtained independently by the editor; that we agree to underwrite the extra cost if *Almanac* is required to publish more than the normal number of pages; that we deliver the material in time for review and response by the administration; and that the editor is to contact all persons whose correspondence appears here, advising them of their equal right to respond.

We understand from our more recent conversations that space may be a problem, and we are willing to have routine letters of transmittal omitted or merely referred to. If there are any substantive documents that cannot be carried in full, however, we request that you consult us. It is possible that some may simply be listed with a note to the effect that they are available in full at the Women's Center, 110 Logan Hall, and that they are open to inspection by any member of the University Community.

—Carol E. Tracy, President

WFC TO ALMANAC, 2/6/74

The Executive Committee of the Women's Faculty Club meeting on January 29, 1974, voted to request publication of the "Rackin Letters" in the *Almanac*.

—D. B. McNair Scott, President

COMMITTEE W TO DR. LEBOY, 2/18/74

The publication of excerpts of the "Rackin Papers" in the *Daily Pennsylvanian* last term has posed some serious questions for those of us who are concerned with the design of faculty grievance procedures at the University.

Surely it is not in the University's best interests for its faculty grievances to reach the public courts. If the faculty can examine these documents, we may be able to develop policies and procedures that will prevent our ever again seeing such polarity between the University and a member of its faculty that their differences cannot be resolved within the institution.

We therefore support the proposal that the entire set of documents be made available to our faculty through the *Almanac*.

Carroll Smith-Rosenberg, Chairperson
Lucienne Frappier-Mazur
Madeleine Joullie
Peggy R. Sanday
Phillip DeLacy



The following grievance mechanism for nonacademic staff has been in effect for one year and is due for review. During the past year, 44 cases have been filed with the Office of Equal Opportunity, most of which were resolved through informal means, and one case went to a complaint appeal panel hearing. Please send any suggestions for procedural changes you or your organization may have to James Robinson, Office of Equal Opportunity, 115 Sergeant Hall, no later than April 30, 1974.

—Eliot Stellar, Provost

—Paul Gaddis, Vice President for Management

GRIEVANCE MECHANISM FOR NONACADEMIC STAFF

There are several means by which employee grievances may be resolved. The first and most preferable is through some sort of informal process. Certain members of the University community are well equipped to facilitate informal discussions of employment difficulties among other matters. However, there will be a few cases which cannot be resolved on an informal basis. A formal grievance procedure has therefore been established to be utilized in these instances. It is a mechanism for securing a resolution as quickly as possible that will be equitable to both the employee and the University. The following procedure is applicable for all types of grievances and for all University employees except teaching staff and those covered by collective bargaining agreements:

1. *Informal review.* It is expected that employees' grievances will first be discussed with their supervisors. The Office of the Ombudsman, the Equal Opportunity Office, and the Personnel Office, among others, are well equipped to facilitate such discussions.
2. *Formal complaint.* If informal processes prove insufficient to resolve the grievance, the complainant may request the Office of Equal Opportunity to initiate a formal review. This review is initiated by a *Complaint Summary* submitted to the Personnel Office by the Office of Equal Opportunity. The Complaint Summary shall include the following:
 - (a) a summary of the complaint;
 - (b) a summary of the steps taken to resolve the matter through discussion with the employee's immediate supervisor and any other informal mechanisms pursued;
 - (c) a summary of any factual information deemed by the Administrator of the Office of Equal Opportunity to be appropriate and necessary to further consideration of the issue.

Pending a decision in any such matter, the employee involved will not have any change in position or working conditions unless such a change is mutually agreed upon by the employee and the Personnel Office.

Complaint Summary Preparation

The Administrator of the Office of Equal Opportunity will prepare the Complaint Summary in consultation with the complainant and his or her immediate supervisor, both of whom will attest to the accuracy and sufficiency of the Complaint Summary by affixing their signatures to the summary and three copies. The Complaint Summary shall be forwarded by the Administrator of the Office of Equal Opportunity and to the Executive Director of Personnel Relations; signed copies shall be retained by the complainant, the immediate supervisor, and by the Office of Equal Opportunity.

3. *Formal review.* The Executive Director of Personnel Relations or his designee shall attempt to resolve the grievance through consultation with the complainant and all relevant administrative officers, up through administrative channels to include the appropriate Senior Administrative Officer who shall be either the Dean of a school, the Vice President for Business and Financial Affairs, the Vice President for Development and Public Relations or the Vice President for Facilities Management and Construction. The President, the Provost, the Vice President for Management, and the Vice President for Health Affairs shall be considered the Senior Administrative Officers for their respective immediate office staffs. The Vice President for Management shall be considered the Senior Administrative Officer of any unit not clearly covered by the Senior Administrative Officers listed above. The Executive Director of Personnel Relations shall determine the appropriate Senior Administrative Officer.

Within a maximum of 15 working days after receipt of the Complaint Summary, the Executive Director of Personnel Relations, with the concurrence of the appropriate Sen-

ior Administrative Officer, shall report back to the Office of Equal Opportunity either that the grievance has been resolved to the satisfaction of the parties concerned or that a special Complaint Appeals Panel has been formed according to procedure #4, below. The letter or memorandum to this effect shall be signed by the Executive Director of Personnel Relations and the appropriate Senior Administrative Officer, and copies shall be sent to the complainant and the immediate supervisor. All efforts shall be made by all relevant parties to resolve the grievance at this level.

4. *The Complaint Appeals Panel.* If a grievance cannot be otherwise satisfactorily resolved, the Executive Director of Personnel Relations will submit a written request to the Office of Equal Opportunity for the establishment of a Complaint Appeals Panel. The panel will be composed of three employees of the University who hold non-temporary positions. One member shall be named by the appropriate Senior Administrative Officer; one by the complainant; and one by the first two from among a list compiled and maintained by the Vice President for Management. To ensure campus-wide representation on the list, the Vice President for Management will consult with campus groups and receive their recommendations. The list will at all times contain at least 10 persons who have agreed to serve in this capacity.

The Administrator of the Office of Equal Opportunity or a designee from that office will serve as secretary to the Complaint Appeals Panel. The Secretary shall arrange the time and place of meeting, secure documents and other supporting materials, arrange for tape recording of oral testimony, and otherwise facilitate the work of the panel.

The Complaint Appeals Panel will receive testimony from the complainant and from the complainant's immediate supervisor or from any other administrator designated by the appropriate Senior Administrative Officer, as well as from other witnesses requested by the Panel. All oral testimony will be tape recorded. All written submissions will be included in the record. Either side may be represented by legal counsel at its own expense.

5. *Recommendations of the Complaint Appeals Panel.* Upon conclusion of its inquiry, the Panel will submit to the Administrator of the Office of Equal Opportunity its written findings of fact and recommendations, together with any minority views from the panel. The Administrator of the Office of Equal Opportunity will then forward all documents to the Provost or to the Vice President for Management (as determined by the Executive Director of Personnel Relations in the event of questions) within not more than 10 working days of receipt of the Panel's findings and recommendations. The Provost or the Vice President for Management will act on the recommendation within 5 working days, and will in writing so inform the Administrator of the Office of Equal Opportunity, who will in turn inform all other relevant parties, including the complainant, the immediate supervisor, the Senior Administrative Officer, the Executive Director of Personnel Relations, and the members of the Panel.

The nature of the complaint will determine the nature of the solution available to the Panel. For example, the failure to promote or appoint the complainant to a position subsequently filled by another person will normally lead to a recommendation that the complainant be appointed or promoted to the next equivalent and appropriate position as stipulated by the Panel. On the other hand, Panel findings on dismissal or non-renewal of contract, denial of promotion, job classification or general working conditions should lead to a recommendation to the Provost or Vice President for management for immediate redress.

6. This policy is to be made effective immediately, subject to review at the end of one year.

OF RECORD



A-1 HIRING

Following is the text of a memorandum sent to administrative officers, deans, directors and department chairmen February 22.

This is a follow-up on the October 10, 1972 memorandum on A-1 hiring (*Almanac*, December 12, 1972). This policy has been in effect approximately 15 months now, and we would like to share some general observations. While most departments have generally followed the policy, there have been some problems.

1. In some instances advertising of openings has been very limited.
 2. Compliance forms indicate that only a small number of women and minorities were interviewed for positions.
 3. In many cases the resumes of the best woman and minority candidates were not attached to the compliance form as required. In some instances even the selected candidate's resume was not attached.
 4. On a number of the compliance forms there were no comments as to why the best woman or minority candidate was not chosen.
 5. Particular consideration for A-1 positions should be given to potential candidates in senior A-3 positions or in lower-level administrative or professional positions.
 6. In some cases the offer has been made to the candidate before the approval by the Personnel Office.
- Please remind those persons responsible for hiring of A-1 personnel of the procedural affirmative action requirements. Many thanks for your continued support of the University's affirmative action program.

—Eliot Stellar, Provost

—Paul O. Gaddis, Vice President for Management

DIRECTOR, WOMEN'S ATHLETICS & RECREATION (3/5/74).
ELECTRICAL ENGINEER (3/19/74).
MANAGER, ENGINEERING & BUILDING SVCS. (2/19/74).
RESIDENCE UNIT DIRECTOR (3/5/74).
STAFF NURSE (3/5/74).
TECH. WRITER, electrical engineering (p/t) (3/19/74).
WRITER I, news bureau (3/19/74).

SUPPORT STAFF (A-3)

ADMINISTRATIVE ASSISTANT I, administrative office (3/5/74).
ADMINISTRATIVE ASSISTANT I, engineering. Supervises budgets, appointments, correspondence, typing, files, manuscripts and travel arrangements. *Qualifications:* Excellent typing, shorthand/dictaphone and bookkeeping. Three years' office experience. \$6,250-\$7,350-\$8,450.
ADMINISTRATIVE ASSISTANT II, medical school. Responsible for budget preparation, adjusting errors, handling large grants, purchasing and supervision of personnel. *Qualifications:* Excellent typing, dictaphone, medical experience. At least four years' office experience. \$6,725-\$7,950-\$9,150.
DELIVERY CLERK, campus office (3/5/74).
ELECTRON MICROSCOPE TECHNICIAN (p/t) (3/19/74).
ELECTRON MICROSCOPE TECHNICIAN II (2/5/74).
ELECTRONIC TECHNICIAN/ENGINEER (2/19/74).
LICENSED PRACTICAL NURSE (3/5/74).
MACHINIST I, research area on campus (1/8/74).
MECHANICAL ESTIMATOR (1/15/74).
MEDICAL SECRETARY (4) (3/19/74).
MT/SC Composing System Operator (2), publications office. *Qualifications:* Experience of MT/SC or MT/ST or similar composing system keyboard highly desirable. Willing to train an excellent, highly motivated typist. One position available for day shift, one night shift. \$5,825-\$6,825-\$7,825.
MT/SC Composing System Operator/Supervisor. *Qualifications:* Experience on MT/SC or MT/ST or similar composing system keyboard highly desirable. Willing to train an excellent, highly motivated typist. Responsible for planning and mark-up of work for operators, operator training and equipment maintenance. \$6,250-\$7,350-\$8,450.
RESEARCH LABORATORY TECHNICIAN II (New Bolton Center) (3/5/74).
RESEARCH LABORATORY TECHNICIAN II. Does light routine lab work, blood collection, blood bank management, surgical assistance. Assists in treatment of animals under supervision of radiologist. *Qualifications:* Graduation from approved one-year medical technology course and experience in blood chemistries and blood gases. \$6,675-\$7,775-\$8,875.
RESEARCH LABORATORY TECHNICIAN III (2) (3/19/74).
RESEARCH LABORATORY TECHNICIAN III to do lab work, including making of solutions, use of balances, centrifuges and radioactivity counter. Assists in metabolic and chemical experiments; works up columns, purifies enzymes, works with computers. *Qualifications:* B.S. degree. Experience in pipetting, weighing, etc. \$7,525-\$8,825-\$10,100.
SECRETARY II, Ombudsman's office. *Qualifications:* Ability to exercise judgment in dealing with a wide variety of people. Moderate typing skills. Several years' experience in an academic atmosphere preferred. \$5,425-\$6,325-\$7,225.
SECRETARY II (5), III (8) (1/8/74).
SENIOR BOOKKEEPER, comptroller's office (3/5/74).
TECHNICAL SECRETARY, medical school (2/12/74).
TECHNICAL TYPIST (2), medical office on campus (2/12/74).

PART-TIME (A-4)

PENN TEMPS: temporary assignments for people who have excellent typing and, in some cases, shorthand or dictaphone. Call Valerie Sandillo, Ext. 7285; weekdays, 9-11, 130 F.B.

OPENINGS

The following listings are taken from the Personnel Office's weekly bulletins, and appear in *ALMANAC* several days after they are first made available via bulletin boards and interoffice mail. 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.

The University of Pennsylvania is an Equal Opportunity Employer. Qualified candidates who have completed at least (6) months of service, in their current University positions, will be given consideration for promotion to open positions.

Where qualifications for a position are described in terms of formal education or training, significant prior experience in the same field may be substituted.

ADMINISTRATIVE/PROFESSIONAL (A-1)

ACCOUNTANT II (3/19/74).
ADMINISTRATIVE ASSISTANT TO DEAN, SAMP (3/5/74).
ASSISTANT COMPTROLLER (3/19/74).
ASSISTANT DEAN (GSE) (3/5/74).
ASSISTANT FOOTBALL COACH (3/19/74).
ASSOCIATE DEVELOPMENT OFFICER II (1/8/74).
DEPARTMENT HEAD III, medical library. Assistant librarian, responsible for management, assists with policy formulation. Communicates and interprets policy to staff and leadership. Coordinates departmental units and is responsible for all personnel functions. Works with faculty and students, handles requisitions and coordinates collection development with other libraries. *Qualifications:* M.L.S. and second master's or subject competence in bio-medicine preferred. At least three years' library experience with administrative responsibility. \$13,550-\$16,875.

A-3 ASSEMBLY: MARCH 28

Robert Snyder and Joe Giardinelli of South Philadelphia Health Action will talk about their community's Health Maintenance Organization at the general meeting Thursday in the Ivy Room, Houston Hall, at 1 p.m. A film about new kinds of health coverage, produced by the national Blue Cross and the Group Health Association of America, will also be shown.

THINGS TO DO

LECTURES

The Riddle of the Red Shifts: Do the red shifts of quasars show that the universe is expanding? Find out at astronomy colloquium with Geoffrey Burbidge, University of California at San Diego. A-1 DRL, March 27, 4 p.m.

Wallace E. Olson, president, American Institute of Certified Public Accountants talks about *The Public Accounting Profession: Problems and Opportunities*. W-1 Dietrich, March 27, 4:30 p.m.

Bethune-Fanon Lecture. Sonia Sanchez, associate professor of Afro-American Studies, Amherst, speaks and reads from her poetry. B-26 Stiteler, March 28, 2 p.m.

The Nature and Structure of Attitudes and Values. GSE colloquium with Dr. Fred N. Kerlinger, professor of educational psychology, NYU, who discusses some recent empirical studies of values. Faculty lounge, Stiteler, March 28, noon-2 p.m. Bring your own lunch.

Time/Space: Contemporary Art and Thought. ICA's tenth anniversary celebration with lectures by Morse Peckham, author and Distinguished Professor of English and Comparative Literature, University of South Carolina; Annette Michelson, associate professor of cinema studies, NYU and contributing editor of *Artforum*; and Dore Ashton, head of the division of art, Cooper Union. Following the three lectures artists Agnes Martin and Claes Oldenburg; "happenings arranger" Allan Kaprow (also a teacher at California Institute of the Arts) and choreographer and filmmaker Yvonne Rainer join a round table discussion moderated by Mr. Ashton. Museum Auditorium, March 30, 9 a.m.-5 p.m. Tickets at \$2: SH 7-7000.

Human Aggression. Part of the Museum's "War or Peace: 1976" program, this forum begins an exploration of the bio-social basis of human aggression and implications for its social control. Dr. Solomon Katz, director, Krogman Center for Research in Child Growth and Development and a curator at the University Museum, moderates. Panelists: Dr. Alexander Alland Jr., professor of anthropology, Columbia and author, *The Human Imperative*; the Hon. David Bazelon, Chief, U. S. Court of Appeals, Washington, D. C.; Dr. Jose M. R. Delgado, neurophysiologist, and author, *The Physical Control of the Mind*; Dr. Frank Elliott, professor of neurology here; Dr. Santiago Genoves, professor of anthropology, Ciudad University, Mexico, who led last year's sex and aggression experiment on an ocean raft; and Dr. Charlotte Otten, professor of anthropology, Northern Illinois University. Rainey Auditorium, Museum, March 30, 10 a.m.-1 p.m.

W. Graham Clayton Jr., president, Southern Railway System, leads a seminar on the *northeastern rail crisis*. W-1 Dietrich, April 1, 3:30 p.m.

Coal and the Present Energy Situation. Dr. Elbert F. Osborn, Distinguished Professor, Carnegie Institution, Washington, D.C., and former director, U.S. Bureau of Mines, gives the annual Henry Darwin Rogers Lecture. 105 Hayden Hall, April 2, 4 p.m. Sponsored by the Department of Geology and the National Center for Energy Management and Power.

MUSIC

Music from Marlboro. Artists from the famed summer music colony perform Brahms' Trio in A Minor; Berg's Chamber Concerto and Schubert's Trio no. 1 in B^b Major. Museum Auditorium, March 28, 8 p.m. Tickets, \$2, faculty and staff: Houston Hall.

Music in Twelve Parts, by Philip Glass, part of the ICA's tenth anniversary festivities. The composer conducts an ensemble of eight in selections from his work for electric keyboard and other amplified instruments. Museum, main entrance, March 29, 8 p.m. Tickets: \$2, SH 7-7000, or at the door.

Verdi's Requiem. William Parberry and Eugene Narmour conduct the University Choral Society and University Symphony Orchestra, respectively. Hopkinson Hall, International House, March 29, 8:30 p.m.

Leon Lecture: Gianne Yeats, harpist, gives a concert of Irish ballads. Studio Theatre, April 2, 8 p.m., 9:15 p.m. Free tickets: Annenberg Center box office.

FILM/DANCE

War or Peace: 1976 Film Festival: Final program includes *The Building of the Bomb* and *The War Game*, both produced for BBC-TV; followed by a discussion of "Why Overkill?" with Penn professors Dr. Barry Cooperman, chemistry; Dr. Sidney Bludman, physics and Dr. Kenneth Gordon Jr., child psychiatry, Temple. Rainey Auditorium, Museum, March 28, 7 p.m.

Annenberg Cinematheque: Different views of youth this week, among other things. Studio Theatre, March 28-31; 7:15 p.m. and 9:45 p.m. Tickets: \$2, Annenberg Center box office.

Ethnographic Film Series: Texas filmmaker Les Blank records the vanishing culture of the American south: *Spend it All*, about contemporary Cajun life in Louisiana, and *The Sun's Gonna Shine*, recreating Lightnin' Hopkins' decision to stop chopping cotton and start singing for a living. Ethnic Arts Gallery, Museum, March 29, 2 p.m.; March 30, noon.

Dance Concert. Twyla Tharp, whom the *New Yorker* called "the Nijinska of our time", brings her company to Zellerbach Theatre April 6, 8 p.m.; April 7, 2:30 p.m. Tickets: \$4, Ext. 6791.

EXHIBITS

Little Magazines to World War II. Early appearances of Hemingway, William Carlos Williams and others. Rare Book Room, Van Pelt, through April 8.

Robert Morris/Projects. Crawl through a giant labyrinth to the drawings and paintings at the ICA, through April 27.

The Civilization of Lihuros. Cornell artist Norman Daly's fabricated ancient culture. Museum, through April.

BLOOD DRIVES

The Blood Donor Club will send the bloodmobile to the following locations:

March 28	Christian Association	10 a.m.-5:30 p.m.
April 2	Harrison House	2 p.m.-7:30 p.m.
April 11	Phi Sigma Kappa	10 a.m.-5:30 p.m.

PENN WOMEN'S CULTURAL WEEKEND

Feminist Humor. Attorney Florynce Kennedy and Naomi Weisstein, professor of psychology, SUNY/Buffalo, and author of "Why We Aren't Laughing Anymore" (*Ms.*, Nov. 1973) give keynote address. Zellerbach Theatre, March 29, 8 p.m. Sponsored by CTS Women's Studies Program.

March 30 Workshops: Theology and the Women's Movement, room 9, Houston Hall, noon-1:30 p.m. *Black Women and the Women's Movement*, room 10, HH, noon-1:30 p.m. *Lesbianism and the Women's Movement*, room 9, HH, 2-3:30 p.m. *Music and the Women's Movement*, room 10, HH, 2-3:30 p.m.

Dance: The Deadly Nightshades, all-female rock band, HH cafeteria, 9 p.m.-1 a.m. Tickets: 50¢.

March 31: Women and Self defense, CA, 1-5 p.m. *Dinner at CA Eatery*, 6 p.m. Tickets: \$2, Women's Center. *Wine, Women and Song*, Philadelphia singing group, CA, 8 p.m.

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