

# Almanac

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## FROM THE PERSONNEL OFFICE

### On The Strike

Roughly 375 members of United Building Service and Maintenance Workers Union Local 1202 voted to strike Sunday, Executive Director of Personnel Relations Gerald Robinson reported. The University custodians and housekeepers represented by Local 1202 join the already-striking members of Operating Engineers Local 835 who perform technical operations in the department of physical plant. In addition, unionized personnel such as library workers, dining service employees and others have honored the strike.

After a weekend recess, collective bargaining between the University and Local 835 will resume Tuesday, October 21 at 10 a.m. in the office of Federal mediator Patrick Duff. University and union representatives first met with Mr. Duff on Friday, October 17 in a session that was largely devoted to acquainting him with the situation, Mr. Robinson said.

### THE UNIVERSITY IS OPEN

The University is open and classes are meeting as scheduled, Mr. Robinson said; facilities are being operated by administrative staff.

All employees of the University are expected by the University to report for work. Employees not reporting will not be paid. Any employee who encounters difficulty crossing a picket line should call his or her supervisor. In such an instance, the supervisor should promptly report the situation by calling Ext. 4500.

### HOTLINE: EXT. 4500

Members of the University who need information about the strike may also call Ext. 4500, from 8 a.m. to midnight.

### DINING: MEAL CONTRACT REFUNDS

Usual dining services are not operating. Students who have meal contracts may obtain refunds on a daily basis from 10 a.m. to 12 noon and from 2 to 4 p.m. in the lobbies of the dining halls. Students must present meal contract cards to obtain refunds.

## COPING WITH THE STRIKE

Although some interruptions and delays in University business have been reported since the strike began October 16, "Things are operating at a nearly normal level," Director of Auxiliary Services George Kidd said as *Almanac* went to press.

To keep business running smoothly, the University's hotline (Ext. 4500) is open from 8 a.m. to midnight for any questions about coping with the strike. The checklist below includes an update on campus services and additional phone numbers.

**Dining Service:** University dining halls remain closed, but snack bars in Hill Hall and Houston Hall have been open 10 a.m. to 3 p.m. weekdays.

**Libraries:** Campus libraries are open on modified hours which

may be subject to change. For Van Pelt's current schedule: Ext. 7554.

**Physical Plant:** Requests for repairs and services can be made to the office of physical plant, Ext. 7207 or 7208; for repairs in student housing: Ext. 6876.

**Mail:** In many cases, *U.S. mail* is being delivered to campus addresses by federal employees. When it is not, University supervisory personnel have been collecting it from the U.S. Post Office and making deliveries themselves. Offices and departments may pick up *intramural mail and paychecks* from the University's central mailroom in the Franklin Building or from appropriate building mailrooms.

**Telephones:** Since supervisory personnel are manning the switchboards, requests for telephone number information and transfers should be made only when necessary. Use the Faculty-Staff Directory when possible—and don't forget its Green and Yellow Pages.

**Purchasing Department:** Emergency requisitions from \$25-\$50 plus requisitions for repairs, animal supplies and reprints are being accepted at Ext. 7216; others should be hand delivered to the purchasing office.

**Campus Bus:** Service, which has been discontinued since the strike, will probably resume on a limited basis later this week.

**Escort Service:** Escorts to subway and bus stops remain available. For an escort at any hour, call Ext. 7297.

## SEARCH COMMITTEE: DEAN OF NURSING

The President and Provost have appointed Dr. Barbara Lowery, Associate Professor, School of Nursing, to chair the Consultative Committee to nominate candidates for Dean of the School of Nursing. The committee members are:

Howard Arnold, Associate Professor, School of Social Work  
Andrea DeVoti, undergraduate student  
Barbara Jacobsen, Associate Professor, School of Nursing  
Dr. Charles Jerge, Professor, School of Dental Medicine  
Mary A. Miller, Assistant Professor, School of Nursing  
Malinda Murray, Assistant Professor, School of Nursing  
Joyce K. Shoemaker, Instructor, School of Nursing  
Dr. Edward J. Stemmler, Dean, School of Medicine  
Sharon Wilkerson, graduate student  
Dr. Julius Wishner, Professor, Department of Psychology

## ALUMNI TRUSTEE: JOHN M. BIXLER

John M. Bixler of Washington, D.C. took office October 3 for a five-year term as an Alumni Trustee representing the Middle Atlantic region. A partner in the Washington law firm of Miller & Chevalier, the Wh '49 alumnus succeeds William D. Patterson of Wilmington, Del. who is now a Term Trustee. Mr. Bixler was elected by alumni living in the Middle Atlantic region. He is a former president of the District of Columbia University of Pennsylvania Club and has served as class agent in the University's annual giving program.

## The New Calendar

Now that debate on the calendar has ended with the establishment of the compromise calendar, we can turn our attention to how we will use the new 5-week winter break. Most faculty probably share my hopes that it will be a time for quiet uninterrupted research, but more than that it is a chance to try educational experiment. Some have proposed using the time for independent study projects. This may work for a few students and a few faculty, but for the many students who will spend the break away from Philadelphia, and for faculty anxious for uninterrupted scholarship, that may not be a useful idea. A more workable possibility may be to use the period for background reading, and the development of "routine" skills. The English universities have always looked on vacations as a time for students to gather tools and skills through source and background reading while terms are a time for using the skills to fashion an integrated education. From time to time we have all thought how wasteful we are about our vacation breaks by comparison. Of course students need a week or two to relax and they need, particularly in summer, time to earn money, but it is difficult to justify the fact that we give them so long in summer and now in winter without a guided intellectual program. The central reason we do so is tradition, but this tradition largely deals with how we treat the summer vacation. The new long winter break is just that, new, and perhaps we can use it to make new traditions.

Suppose all the students in some spring term course have read a particular book or worked through some problem book or the like before classes, that is over the winter vacation. That could give the course a tremendous start. Our present crowded term never seems to permit this kind of background or foundation building. This idea may not work for every course, but for most it could be very helpful in itself to say nothing of the experience in self-study it would provide. The pre-registration lists give the names of all students registered for a particular course, and these lists are available well before the winter break. It should be relatively easy to contact students and tell them what work is expected of them over the winter break. I am not suggesting a tremendous load. One book (or equivalent) per course works out to a maximum (assuming all instructors avail themselves of the idea) of four to five books. The work or reading should be something a student can do easily at home. With notice, the books can be available at the Bookstore. It goes without saying that each instructor should choose work or readings that really do mesh into the course program and are in fact subsequently called on during the term.

This is just one suggestion for using the new winter break as part of a student's education. I would hope many more will develop and be brought before us in *Almanac* and in other ways. I am convinced that this is not something that can be done by administrative action. It is an area where each instructor must find his or her own way. The purpose of this note is to urge us all to think about the possibilities. Since the Steering Committee of University Council is evaluating the new calendar, we are particularly interested to learn of any such experiments and how they work. If the new calendar leads to our using the vacations as part of the educational experience that may be more important in savings, where there was previously extravagant waste, then anything that can be realized is energy savings.

*Ray D. Cline*

## COLLEGE HOUSE SEMINAR: OCTOBER 25

Living-learning centers—and the challenge of integrating social and intellectual environments at a large university—are on the agenda for an October 25 seminar at Stouffer College House. To lead off discussion, the Stouffer staff reports on college house systems at eleven institutions; representatives of Princeton, Harvard, Yale and William and Mary supply first-hand information about houses on their campuses; and guest speakers round out the program. Faculty and staff are invited to the two-day conference which begins at 9:30 a.m. on Saturday. For more information: Michael Hess, Ext. 6827.

## ROBERT WOOD JOHNSON FELLOWSHIP

The University, through the office of Vice-President for Health Affairs Thomas Langfitt, has been invited to nominate a faculty candidate for a Robert Wood Johnson Health Policy Fellowship. Awarded annually to six health professionals in mid-career, the Fellowship offers a year of full-time working assignments in Congress; background briefings by key health officials; health policy seminars; and a stipend equal to the Fellow's salary the previous year, up to \$30,000. Brochures are available from Dr. Langfitt's office and from the deans of all health schools.

## ENCORE '75

Four Fridays this fall, the University's Encore program again offers alumni, their spouses and friends, and older Penn staff members training in a career not everyone prepares for: retirement.

October 31: *Investing Today* (Paul F. Miller, Jr., University Trustee and a partner in the management firm of Miller, Anderson and Sherrerd); *Retirement Planning and the New Pension Reform Act* (Dr. Jerry S. Rosenbloom, Executive Director of the S.S. Huebner Foundation for Insurance Education).

November 7: *The Bicentennial—'76 or '77?* (Dr. Raymond C. Saalbach, staff director of Encore); *Shakespeare on Art* (Dr. Roland M. Frye, professor of English literature).

November 14: *Retirement Living—Haven or Hoax?* (Dorothy V. Widmann, director of Springfield, a retirement residence in Chestnut Hill); *Predicting and Responding to the New Inflation* (Susan M. Wachter, assistant professor of finance, Wharton School).

November 21: *Estate and Financial Planning* (Charles B. McCaffrey, a lecturer in the Wharton School); *Synthesis*: summary of the program with question and answer period (Mr. McCaffrey, leader; Dr. Charles R. Whittlesey, emeritus professor of finance and economics in the Wharton School; J. Carroll Goodman, chairman of the Encore program, past president of the Wharton Evening School Alumni Society, and a retired vice-president of Alexander and Alexander, Inc.).

The alumni fee for all four sessions is \$30 per person, or \$50 per couple; Penn staff about to retire may attend for half price. Enrollment is limited; for more information, or to sign up, contact Dr. Raymond Saalbach, Office of Alumni Memorial Programs, Ext. 7927 or 6173.

## CLARIFICATION: TERMINATIONS

In the third paragraph of our interim report on *Financial Exigency and the Termination of the Appointments of Tenured Faculty Members* (Almanac October 14), the last sentence beginning "Even then safeguards should be built in to insure that every effort be made to reassign..." was meant to refer to the first half of the previous sentence, "Schools, departments or academic programs conceivably might be terminated..." and not to the clause we added later, "...but as for individual faculty members, no reason but cause justifies terminating them." We did not intend to suggest reassignment of faculty members terminated for cause.

—Robert Summers, Chairman,  
Senate Committee on the Faculty

*At the October 7 meeting of the Faculty of Arts and Sciences, the dean of the school gave a progress report on the first year of operation (page 6). Most of his address, however, was devoted to the structure of graduate education—a topic which has been before other campus deliberative bodies for several years. In the text below he summarizes the history of the problems and progress—and tells which of four suggested models for graduate education he prefers.*

## *Graduate Education and the FAS*

*by Vartan Gregorian*

While we are happy about our accomplishments during the last year and confident about our future, there is one area where the FAS faces uncertainty and frustrating ambiguities: the structure of graduate education at Penn and how it relates to FAS.

Throughout the last academic year Professor Donald Langenberg, the Vice-Provost for Graduate Studies and Research, and I have worked together in consultation with the President, the Provost and the Associate Provost, in order to provide a logical framework for graduate education which would reflect the new realities facing the University community: the emergence of the FAS, the implementation of Budget Responsibility Centers, the launching of the Development Campaign.

Let me now provide you a historical outline of where we were and are now:

In August, 1970, *The Task Force on University Governance* issued its report. One of the areas it addressed was graduate education at the University. It recommended "...the establishment of a Faculty of Arts and Sciences which would have responsibility for all the undergraduate degrees (with the delegation of responsibility for part of the program in the case of business and engineering degrees) and for Masters degrees in Arts and Sciences and the Ph.D. degree." (p. 38). They went on to note that "Given the interrelated character of the graduate groups and the fact that they draw upon the same faculty that is involved in undergraduate education, a single administrative unit would be better able to cope with the problems of resource allocation between graduate and undergraduate education and among alternative programs within graduate education. The establishment of a single Faculty of Arts and Sciences which would replace the present College of Arts and Sciences and the Graduate School of Arts and Sciences with a single budgetary entity, would provide an administrative mechanism that would be more conducive to proper educational planning and coordination than the present administrative arrangements." (p. 40).

As far as non-arts and sciences programs are concerned they proposed that courses leading to M.A.s and Ph.D.s in fields not traditionally included under the rubric of "Arts and Sciences" (e.g. education, engineering, business) be administered by the appropriate school and not the Faculty of Arts and Sciences.

In order to facilitate the administration of an integrated undergraduate and graduate program in FAS, the Task Force

proposed that an administrative unit be set up with a Dean of FAS, a Dean for Undergraduate Arts and Sciences, and a Dean for Graduate Arts and Sciences.

A year later the Committee on the Organization of the College Faculty issued a two-part report\*. In it, the Committee stated that it believed that a Faculty of Arts and Sciences should be created, with responsibility for all undergraduate and graduate degrees in liberal arts fields, that the Dean of FAS would have budgetary and administrative responsibility for the entire Faculty of Arts and Sciences, and that the Dean of FAS would be assisted by an undergraduate Dean and a graduate Dean, who would have administrative responsibility in their areas and would participate with the Dean of FAS in budgetary and personnel matters. Furthermore, it recommended that the professional schools be granted the authority to offer a Ph.D. degree, although the Committee recognized that this could lead to disparities. In order to guard against this danger and to retain some of the spirit of cooperation produced by the GSAS, the Committee proposed the formation of a Council on Graduate Education, consisting of several elected faculty members representing each school offering graduate programs leading to the Ph.D. as well as the Dean, or other administrative officer responsible for graduate programs in each school. This council would act in an advisory capacity and would concern itself with the setting of minimum standards for the Ph.D.

Two years after the Task Force reported, the Senate's Ad Hoc Committee on the Reorganization of the Faculty published its findings in *Almanac*. (May 4, 1972; May 11, 1972). Among its recommendations were: "That the Dean of any School or College with budgetary responsibility for faculty members participating in graduate groups be given clear responsibility for the performance of all graduate groups consisting solely or primarily of faculty members affiliated with that school, and that he have authority to review the admissions decisions of such groups. Where a large number of graduate groups are involved, as in the College, the appointment of an Associate Dean for Graduate Affairs to oversee these groups will undoubtedly be appropriate."

In addition, it recommended the creation of the position of an Associate Provost for Graduate Studies and Research with responsibility for maintaining oversight of Ph.D. programs—with particular concern for interschool graduate groups which did not



come under the particular jurisdiction of a dean. The Vice-Provost was to make recommendations to the Provost regarding budget and had to review admissions to the graduate programs.

The Ad Hoc Committee also recommended the retention of the Faculty of the GSAS in order to preserve its role in facilitating interdisciplinary innovation and in fostering interaction among the faculty members of the different schools who are involved in Ph.D. programs. The Associate Provost for Graduate Studies and Research was to serve as the Dean of this faculty. All Ph.D.s should be awarded by this faculty—which should maintain a final review of admissions standards. Also, a Council or Board of Graduate Studies, which would be advisory to the Associate Provost and which would consist of representatives of the Graduate Faculty (elected on a constituency basis) was to be established. In addition, it was proposed that the Associate Provost have a budget to be used for clerical services for interschool graduate groups, as well as to reimburse deans for services provided faculty members in interschool graduate groups. He or she would be able to make interschool budget transfers in cases where graduate groups budgeted in one school make significant demands on the faculty of graduate groups budgeted in another school.

Finally, the Ad Hoc Committee proposed that “A Faculty of Arts and Sciences should be established, to be presided over by a Dean. This faculty should include the faculties of the College, the College for Women, and the departments now budgeted through GSAS.”

The following January (1973), the *Development Commission* issued its report. That report makes the assumption that the FAS and its Dean should have responsibility for the academic control of graduate programs within FAS and that this unit should maintain budgetary control of graduate programs, too.

Other proposals and reactions have been made since the issuance of the *Development Commission Report*. Dr. Daniel J. O’Kane, in a letter to Eliot Stellar on May 14, 1973, outlined several alternative models for graduate education which could be followed with the reorganization of the faculty:

(a) A Vice-Provost for Graduate Studies and Research could become, in effect, the graduate dean. “Central control and coordination would be preserved and a broad base for interdisciplinary groups provided. This plan is not unusual among American universities. This seems to be what the Task Force has in mind and is adopted by the College in the Lloyd report \*.”

(b) Another alternative would be decentralization. In the extreme case, each school would administer the Ph.D., just as each now administers the professional degree.

(c) It would be possible to formulate a mechanism with some substructure developing; for example, a Vice-President for the Health areas, or a group of departments with similar interests (e.g., social sciences) with administrative coordination.

(d) The elevation of FAS to the central role in graduate work. FAS would coordinate and recommend for degrees. In effect, the Dean of FAS would be the Dean of the Graduate Studies.

Dr. O’Kane favored plans (a) and (b).

Dr. John Hobstetter’s document of May 9, 1973 on the Faculty of Arts and Sciences which was presented at the plenary meeting of the FAS, states (page 3) “that the College and the Graduate School will no longer exist as budgetary units once the FAS is under way.” The other Ph.D. programs presently in the professional schools were to remain as they are, budgeted through their schools but responsible to a senior academic officer comparable to the present Dean of GSAS. This officer could be the Associate Dean for Graduate Studies in FAS or the Vice-Provost for Research and Graduate Studies. We felt it best to leave these programs essentially unchanged at least until after the Faculty of Arts and Sciences got on its feet.

\* The 1971 report of the Committee on the Organization of the College Faculty.

## FAS COMMITTEE ON GRADUATE EDUCATION

Dean Vartan Gregorian has named an FAS Advisory Committee on the Structure of Graduate Education to look at graduate education at Penn and the position of FAS vis-a-vis that structure. The committee is expected to meet with administrative leaders, to study alternatives that have been proposed (summarized in Dean Gregorian’s article beginning on page 3), and to report within three weeks to the Dean; he then expects to make a final report to the FAS faculty.

The committee is chaired by Dr. Burton S. Rosner (Psychology), with Drs. Kenneth S. Goldstein (Folklore & Folklife); Michael H. Jameson (Classics); Robert F. Lucid (English); William E. Stephens (Physics); and Paul Taubman (Economics) as members. Dr. Julius Wishner, moderator of the FAS, serves *ex officio*.

A March 13, 1974, letter from Provost Stellar on reorganizational implications of the FAS makes the basic assumption:

There will be a single FAS responsible for both undergraduate and graduate education and for both men and women.

A) The FAS will be responsible for all graduate education leading to the Ph.D. degree in the graduate groups contained within the FAS. The Dean of FAS, perhaps through a Dean of Graduate Studies or an Associate Dean, will have budgetary responsibility for all graduate programs within FAS.

B) The Dean of Graduate Studies in FAS will work closely with the Vice-Provost for Graduate Studies and Research, and along with graduate deans from other schools with responsibility for Ph.D. training, will form a Council of Graduate Deans advisory to the Vice-Provost.

In early November 1974, I called a meeting of the Graduate Group Chairmen of the FAS, during which I explained the nature of various models we were considering in our attempt to find the best possible solution in reorganizing the administration of the Ph.D. Program, and asked them for their reaction. The Chairmen of the Graduate Groups of the FAS almost unanimously expressed the desire that all kinds of duplication of efforts should cease, that they should report directly to the Dean of the FAS and that the Ph.D. programs within the FAS should be administered by the FAS since the Ph.D. degree was the appropriate and characteristic degree of FAS. In addition, five group chairmen—Ludo Rocher of Oriental Studies, Henry Faul of Geology, Tony Garvan of American Civilization, Rachel Gelman of Psychology, Francis Johnston of Anthropology and Albert Lloyd of Germanic Languages and Literature—submitted written reports in which, with the exception of Dr. Lloyd (the author of the Lloyd Report), they reiterated the fact that “the Advanced Degrees should be granted by the FAS and there should be no separate Dean for Graduate Studies.” “Wasn’t that an important selling point for the FAS before it was set up?” asked one of them.

Where are we now? On May 7, 1975, Vice-Provost Langenberg published a report on the organizational status of M.A. and Ph.D. graduate programs. In his preface he noted that “FAS is the home of about 60 percent of the graduate groups and 60 percent of the Ph.D.s produced each year. Because of its general responsibility for arts and sciences within the University and because of the size of its contributions to graduate education, the FAS must and will play a major role in establishing the quality and character of our graduate programs.”

As far as FAS is concerned, the chief problem in the structure of graduate education at Penn consists of translating the above statement into a coherent and logical structure.

The Langenberg document envisages a new graduate faculty composed of members of all graduate groups. This graduate faculty would be represented by the faculty members of the Graduate Council. The M.A. and Ph.D. degrees would be conferred by the Vice-Provost upon the recommendation of the Graduate Council.

To the maximum extent possible, admissions and record-keeping would be decentralized to graduate groups or schools under the direction of the Dean. Deans would have primary responsibility for the academic and budgetary well-being of all graduate groups, with each graduate group being assigned to a single dean.

The educational and administrative implications of the Langenberg document are obvious: first of all the creation of a graduate faculty, if that faculty is a real faculty. By implication it transforms the FAS into an undergraduate faculty and school, thus nullifying the reasons for which FAS was formed. After all, FAS was not meant merely to add 11 other departments to the College.

If the Faculty is a paper organization, it creates an artificial distinction in the University between M.A.- and Ph.D.-granting faculty members who would become members of the graduate faculty, and other graduate degree-granting faculty members who must, apparently, be assumed to be ordinary faculty members. In short, graduate faculty members and the Graduate Council become co-identical with Ph.D.-awarding faculty. The Graduate Council actually becomes an M.A.-Ph.D. Council.

Under such a scheme each professional school is allowed to grant its professional degrees without a University-wide Council. Arts and Sciences is denied the right to grant the M.A. and Ph.D. degrees which are the appropriate degrees of the Faculty of Arts and Sciences.

The present structure implies a University-wide planning for 61 graduate groups, yet the fact that the faculties, the teaching fellows, the budgets, the instruction committees, the academic planning committees and the personnel committees are placed under the jurisdiction of individual deans and schools makes that task redundant at best and impossible at worst.

Furthermore, each of the schools and faculties have been asked to plan their future academic growth, to establish their priorities and to raise funds towards their established and approved academic goals. The structure envisioned in the Langenberg document—the existence of the Graduate Council—will make it impossible to achieve our goals by imposing a bureaucratic, changing and shifting University-wide organization.

Finally, it was my understanding that the Vice-Provost's task is that of the overseer, monitor of the entire graduate studies and research programs of the University, and not confined to the arts and sciences alone nor to M.A. and Ph.D. degrees exclusively.

By keeping the former structure of the GSAS, the Vice-Provost has assumed a *de facto* role as the administrator of Ph.D. programs rather than that of their monitor and overseer. I do not believe that with the present staff and duties, the Vice-Provost can fulfill the expectations that the Provost and faculty have of him to provide oversight and coordination.

## CONCLUSIONS AND RECOMMENDATIONS

In the above pages I have tried to summarize four years of deliberations as to how to reorganize the administration of the Ph.D. programs in view of the emergence of the FAS, and the creation of the Office of Vice-Provost for Graduate Studies and Research.

As far as I am concerned, there are possible modes and solutions to the question of the administration of the Ph.D. Program.

### *Model A*

Creation of a strengthened Graduate Council, chaired by the Vice-Provost for Graduate Studies and Research, and with representation from all Ph.D. granting schools.

The Ph.D. would be granted by the Graduate Council of the University of Pennsylvania, signed by its chairman and co-signed by the Dean of the school concerned.

The Graduate Council would also be charged with maintaining uniform standards for the degree, and would confine its activities strictly to the Ph.D. A variant of this proposal would have the

Graduate Council composed of the Associate Graduate Deans of all schools offering the Ph.D. This used to be the model used at George Washington University where a Graduate Council rather than a Graduate School offered the Ph.D. degree. George Washington University is the Alma Mater of Albert Lloyd, hence the Lloyd model, which is what one faculty recommendation consists of. The Lloyd Report and model considers "the retention of a whole school of GSAS merely to offer degrees would contribute to an unnecessary proliferation of schools."

### *Model B*

To elevate the FAS to the central role in graduate work leading to Ph.D. degree, the FAS would provide coordination and recommendations for degrees. This is in harmony with the recommendation of the Task Force on University Governance. It is more or less patterned after the Harvard model and is in harmony with the rationale of the creation of the Faculty of Arts and Sciences: to merge graduate and undergraduate education where appropriate. Under this arrangement FAS would grant its Ph.D. degrees, they would be countersigned by the Vice-Provost for Graduate Studies and Research.

The Vice-Provost for Graduate Studies and Research would still preside over a Council of Associate Deans for Graduate Study and Research, for the purpose of coordinating the overall University's effort in the field of graduate studies. Hopefully this role would not be confined to Ph.D. programs alone, but would extend to all the other higher degrees.

The Vice-Provost and his Council's role should be to maintain quality, to initiate new programs, if and when needed, to encourage intraschool and interschool programs, and to set a general tone for graduate education. He should establish evaluative procedures.

Hence it is my preference to see that part of graduate education at Penn that leads to a Ph.D. exist as an entity and the degree to be conferred by the FAS faculty, not by individual Graduate Groups nor by splintered conglomerates.

If there are certain groups or schools that do not want to coordinate their Ph.D. degree programs with or within the FAS, such groups should be placed under the jurisdiction of the Vice-Provost and his Graduate Council. Incidentally, the Graduate Council structure carries a variety of deficiencies which should be rectified. If it consists of a Council of Associate Deans, then one Associate Dean (namely that of FAS) who has jurisdiction over 65 to 70 percent of Ph.D. degrees can be overruled by the rest of the Associate Deans. But if the Graduate Council consists of elected faculty members, then the FAS due to its sheer size can overwhelm the other constituencies.

Under the above system, an Associate Dean of the FAS for Graduate Studies would see to it that:

- 1) Each department keeps a full dossier of its graduate students until the award of the final degree or for about four years. This would include admission records, etc., course records, and fellowship records.
- 2) The faculty of FAS would keep a record of course performance only, and annually would photocopy the full record for the departments and the fellowship office.
- 3) The Fellowship Office would keep records of applicants only and these would include fellowship support material and course records.
- 4) Archives of Graduate Records would include back records of all students after final degree or when closed by departments.

This system would require three clerks full time—one each in FAS, Fellowships, and (after two years) archives. It also calls for two part-time persons in FAS from January 1 to February 15 and from April 15 to June 1. It would require, of course, competent departmental clerks. This seems to me to meet all requirements. Under this system:

- First: students are basically reviewed by departments.
- Second: permanent records are kept by FAS for job references, etc.
- Third: Fellowship records are available for instant reference.

Thus, decentralization seems essential in administration. Students identify with their programs and departments as they



professionalize, and turn to higher entities only when forced to. Centralized record keeping has, in my experience, never been successful and, in fact, has caused more work and problems. Where possible, students should contact, apply to, and keep in contact with their own departments. Higher centralized authority should only serve to assist this function of departments. As students complete programs, they would be referred to the "Central Agency" for receipt of the degree.

#### Model C

Extreme decentralization. Each school would administer the Ph.D. degree just as they now administer their other degrees. The centralized quality control and coordination and interschool interdisciplinary groups will be vested in the office of the Vice-Provost. Registration will be done by each school or graduate group. The degree certification will be done by individual deans and the Vice-Provost for Graduate Studies and Research. At the graduation exercises the Vice-Provost will present each of the Deans, who in turn will present their Ph.D. candidates.

#### Model D

Instead of phasing out, retain the Graduate School of Arts and Sciences—with its present structure. Elevate Don Langenberg to Deanship of the Graduate School of Arts and Sciences while retaining his present title as Vice-Provost for Graduate Studies and Research. Or, make Dr. Langenberg Vice-President for Graduate Education and see to it that he oversees the quality of all our graduate degrees and coordinates all interschool programs. Yet another solution would be (if his role were to be limited only to the control of Ph.D. degree) to make him Associate Dean of the Faculty of Arts and Sciences and Vice-Provost for Graduate Studies and Research.

The main shortcoming of this model is (in view of responsibility center budgeting) that it invests moral and symbolic authority in the Vice-Provost but not budgetary authority.

In the light of all of the reviews of graduate education at Penn and an analysis of the above models, one salient question emerges. Does the University conceive the role of the Vice-Provost of Graduate Studies and Research to be one of Graduate Dean and administrator, registrar and information officer—or one of coordinator of graduate studies and monitor of their quality but above else concerned chiefly with graduate research?

### PREFERENCE FOR MODEL B

As you can deduce from my remarks, my preference lies with Model B with necessary modifications to be worked out between Don Langenberg and myself. It is my view that the greatest benefit for graduate programming in the arts and sciences will be achieved if there is an integration of graduate and undergraduate teaching in the FAS. The VPGS & R should have "oversight" authority over all graduate programs, but the Ph.D.s granted by Pennsylvania should be granted by FAS (and its constituent graduate groups, as sections of existing departmental budgetary units). This model draws heavily on the various reports submitted in the past five years, and certainly would foster the concept of One University as expressed by the *Report of the University Development Commission*.

If, on the other hand, the administration decides on any other of these models, I will be happy to comply subject to necessary modifications to be worked out between Don Langenberg and myself and subject to the approval of the Faculty of Arts and Sciences.

About one thing, however, I am adamant. We must decide upon one of these models within the next two weeks. Second, we must not put Don Langenberg in a frustrating position where his talents have to be consumed by clerical activities that can be done by anybody. A Deanship without faculty—and without budget—would be terribly frustrating to anybody.

*Dean Gregorian's report to the FAS on October 7 began with a list of tasks accomplished during the "rough" first year of the Faculty's existence:*

### FAS IN THE FIRST YEAR

1) Within one year, out of four different organization structures—the College of Arts and Sciences, the College of Liberal Arts for Women, the Graduate School of Arts and Sciences and the social science departments of the Wharton School—we have carved and consolidated a new structure, that of FAS, with a consolidated, unified budget and personnel files.

2) I have been fortunate to secure the administrative talents of three distinguished faculty members: Richard Easterlin for Budget, Alfred J. Rieber for Special Programs and Richard Lambert for Development.

3) A new consolidated and unified B.A. was adopted by the Faculty of Arts and Sciences. Here I am grateful to the contributions of the members of the B.A. Committee and the vigorous leadership of its Chairman Otto Springer and Vice-Chairman Ralph Amado.

4) A new division, the FAS Academic Advising Service, was formed, consolidating most of the FAS and University-wide advising services under the leadership of Dean Jean Brownlee, the distinguished Dean of the College for Women.

5) Since FAS academic plans were developed under four different structures and under the umbrella of the Development Commission, the Dean of the FAS has had to consolidate these plans. In order to sharpen the focus of these plans, and to help us in our forthcoming campaign, I am happy that I have secured the services of an FAS Development Advisory Board consisting of some of our most distinguished faculty members—Ward Goodenough, Henry Hoenigswald, Dorothea Hurvich, Lawrence Klein, Leonard Meyer, Lou Pollak, Charles Price, J. Robert Schrieffer, Barbara Herrnstein Smith, Otto Springer, and Richard Solomon, with Richard Easterlin, John Hobstetter, Van Harvey, Al Rieber, Julius Wishner, Jean Brownlee, Don Stewart and myself serving as *ex-officio* members. Richard Lambert serves as Executive Secretary of the FAS Development Advisory Board.

6) Under the able leadership of Marvin Wolfgang, a faculty committee has just finished drafting the first FAS bylaws which have already been submitted to the faculty for their comments and discussion.

7) Finally, CGS and Summer School, under Donald Stewart, have been brought within the academic and administrative structure and supervision of the FAS for obvious reasons: 90 percent of the teaching there is done by FAS faculty. Major professional schools have their own autonomous continuing education programs. As the Provost has indicated, the non-FAS schools will be compensated for their teaching through CGS and Summer School. The FAS portion of the income generated from CGS and Summer School belong rightly to FAS. Our continuing alumni and recurrent educational programs need long-range planning.

All of the above tasks have been accomplished under the spectre of the shifting budgetary quicksands during which we have managed out of a budget of \$45 million to reduce a deficit of \$1.9 million to a mere \$500,000, the latter attributable chiefly to indirect costs beyond our control. This has been done through economy, savings, hard bargaining and vigorous advocacy. I am grateful to the President and the Provost for their support of the FAS.

I am equally grateful that the administration and the Trustees consider the heart of the Development Campaign to be that of the needs of the Faculty of Arts and Sciences.

—V.G.

# OPENINGS

*The following listings are taken from the Personnel Office's weekly bulletin and appear in Almanac several days after they are first made available via bulletin boards and interoffice mail. 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 six months of service in their current 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.*

*The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint), in that order.*

## ADMINISTRATIVE/PROFESSIONAL (A-1)

**ADMISSIONS OFFICER** to work in admissions and recruiting and report directly to the Dean of Admissions. *Qualifications:* Ph.D. or equivalent; experience in academic administrative matters relating to admissions. \$10,675-\$13,275.

**ASSISTANT TO THE DIRECTOR OF ANNUAL GIVING**, New York Development Office, to work with New York City area alumni in fund raising, alumni relations and public relations. *Qualifications:* Ability to organize volunteers; willingness to work with alumni in fund raising and alumni relations activities; general knowledge of the University; fund raising background desirable. \$9,275-\$11,450.

## SUPPORT STAFF (A-3)

**CLERK II** to search out, copy and mail transcripts at students' request; help with filing and accounting for transcript fees; provide general office clerical assistance. *Qualifications:* Ability to type (accuracy more important than speed) and to alphabetize correctly; training provided. \$5,300-\$6,225.

**CLERK II** to type and record grades and perform general clerical duties. *Qualifications:* Accurate typing and recording skills; high school diploma; ability to deal effectively with public, administration and faculty, in person or over the phone; experience helpful but not necessary. \$5,300-\$6,225.

**COLLECTION ASSISTANT (2)** (10/7/75).

**COLLECTION ASSISTANT, SENIOR** (9/30/75).

**FINANCIAL AID ASSISTANT** responsible for the processing of guaranteed loan applications, to evaluate financial needs for State Guaranteed Loans; complete surveys and reports as required; and perform related duties as assigned. *Qualifications:* High school diploma with good aptitude and office experience; financial aid experience or two years of college preferred; accuracy with figures; ability to apply financial aid theory to individual circumstances; must be steady and thorough. \$7,575-\$9,325.

**MEDICAL SECRETARY (2)** (10/7/75).

**MT/ST OPERATOR** to program and operate MT/ST machine. Minor secretarial duties involved. *Qualifications:* Accurate typing skills; willingness to learn new technique, if not already trained; careful proofreading essential; experience helpful but not required. \$6,125-\$7,325.

**RESEARCH BIBLIOGRAPHER II** (10/7/75).

**RESEARCH LABORATORY TECHNICIAN I.** Two positions: one calls for performance of atomic absorption analyses, cyclic nucleotide assays, calculations and general laboratory duties; the other for media making, contamination testing and tissue culture. *Qualifications:* Laboratory experience preferred; degree not required. \$6,200-\$7,275.

**RESEARCH LABORATORY TECHNICIAN II.** Three positions: one calls for isolation and protein purification of nucleic acids and proteins; one

## A-3 GENERAL ASSEMBLY: OCTOBER 23

Senior Vice-President for Management Paul O. Gaddis speaks at the October meeting of the A-3 General Assembly, October 23, 1-2 p.m. in the Houston Hall Ivy Room.

for enzyme preparation and assay, column chromatography and spectrophotometry; and one for intubation of patients, collection and analysis of intestinal secretions, and chromatography. *Qualifications:* Laboratory experience; bachelors degree in a laboratory science desirable; applicable laboratory skills. \$7,000-\$8,300.

**RESEARCH LABORATORY TECHNICIAN III** for general tissue culture and virological procedures. *Qualifications:* Bachelors degree and experience desirable. \$7,900-\$9,450.

**RESEARCH LABORATORY TECHNICIAN III** to run electrophysical lab. *Qualifications:* Lab technician experience helpful; masters or bachelors degree in physical or biological sciences preferred. \$7,900-\$9,450.

**RESEARCH LABORATORY TECHNICIAN III** to collect blood from animals; process tissue and blood or serum specimens; perform virus isolation and serological testing; record lab work and prepare reports. *Qualifications:* B.S. or equivalent; lab courses or experience in microbiology/virology or serology; experience in use of microtiter test system helpful. \$7,900-\$9,450.

**RESEARCH LABORATORY TECHNICIAN III** for bacteriological techniques, cell harvesting, culture inoculations and column chromatography. *Qualifications:* Bachelors degree in microbiology, chemistry or biology; one year's laboratory experience. \$7,900-\$9,450.

**RESEARCH LABORATORY TECHNICIAN III** to share biochemistry laboratory with students and postdoctorals in carrying out experimental program that will involve chemical synthesis, qualitative analysis, separation, and enzymology. *Qualifications:* Bachelors degree in chemistry or biology; laboratory technician or independent college research experience; intelligence and organization. \$7,900-\$9,450.

**RESEARCH LABORATORY TECHNICIAN III** to perform biochemical analyses and handle small animals. *Qualifications:* Bachelors degree; experience in intermediary metabolism and mitochondria desirable. \$7,900-\$9,450.

**RESEARCH LABORATORY TECHNICIAN III** to assist postdoctoral fellows in carrying out experiments involving sterile tissue culture techniques, small animal surgery, immunochemical assays and labeling with radioisotopes. *Qualifications:* Bachelors degree; manual dexterity and good sense of humor essential. \$7,900-\$9,450.

**RESEARCH MACHINIST I** (9/2/75).

**RESEARCH MACHINIST II** to use all standard machine tools in the manufacture of tools and complex machine parts and assemblies related to research needs; instruct students in machine operation. *Qualifications:* High school diploma; ability to teach operation of machine tools; welding experience; knowledge of chemical instrumentation, design and close tolerance work in all machine tools. \$8,800-\$10,500.

**SECRETARY I** (10/7/75); **II** (8); **III** (4) (9/2/75).

**TECHNICAL TYPIST** to type curriculum information, grant proposals including all technical data, statistics, general correspondence and reports. *Qualifications:* Excellent typing skills; high school diploma with some college courses; ability to work for more than one principal when the need arises. \$5,700-\$6,750.

## HOURLY RATE (A-4)

*Hourly rate is negotiable on the basis of qualifications.*

**MT/SC OPERATOR** (10/7/75).

**SECRETARY, I** (10/7/75); **I** (10/14/75), 20 hrs./week.



## STAFF CHANGES

### ATHLETICS

**Rudy Wieler** joins Ted Nash's staff as assistant crew coach. The University of Western Ontario alumnus comes to Penn from West Park Secondary School, St. Catharines, Canada, where as head crew coach he had seventeen Canadian scholastic and seven American championships in the last five years.

### GRADUATE HOSPITAL

**Dr. Bruce William Jafek**, assistant professor of otorhinolaryngology and human communications at Penn, has been named medical director of Graduate Hospital. In his post, which is both professional and administrative, he will act as liaison for the Hospital's attending and house staffs as well as supervise the resident staff. A former member of Johns Hopkins' medical faculty, he took his residencies at UCLA Medical Center and his internship at Yale-New Haven Medical Center.

### INSTITUTE FOR CONTEMPORARY ART

**Michael A. Quigley**, former curatorial assistant at the ICA, has been named to the new post of assistant director there. The Penn alumnus will research exhibits and publications and organize activities for University students. **Carla B. Hultzman**, former administrative and gallery assistant, succeeds Mr. Quigley as curatorial assistant. She is a graduate of Boston University.

#### BIKE REGISTRATION: OCTOBER 25

The bike you save may be your own—when it's registered with the campus security office. Thieves think twice about stealing anything when ownership can be established, reports security specialist Captain Jayne Rich. With this in mind, she's launching a theft-prevention program October 25: after Penn bikers engrave their social security number on the wheel rims of their bike, they receive a bright registration decal for the fender and a card for their wallets; campus security will also have two registration copies on file. Should the bike be stolen and found, ownership can be verified quickly. To register your bike, ride it to the entrance of the Quad, 37th and Spruce Sts., Saturday, October 25, 9 a.m.-2 p.m. Future registration dates will be announced.

## THINGS TO DO

### LECTURES

Sociologist Talcott Parsons discusses the *Transformation in Social Theory, 1890-1920: Durkheim, Weber and Freud*, in the first lecture of a five-part series he will give as visiting professor here. October 22, 4:30 p.m., Annenberg School Auditorium.

*Anatomy of the Cell Surface*. Dr. Jean-Paul Revel of California Institute of Technology speaks in the biomedical sciences graduate seminar series, at noon, October 22, in Lecture Room B, Medical School. The series continues October 23 with Yale physiologist Dr. Knox Chandler discussing *Charge Movements in Skeletal Muscle: a Possible Step in Excitation-Concentration Coupling* at 11 a.m., also in Lecture Room B; an informal meeting with graduate students and postdoctorals follows at 2:45 p.m. in the Physiology Library.

Is the friendly policeman just a fairy tale—even for ten-year olds? *Kids' Perceptions of Cops as Mediated by Television* is taken up by Professor of Communications Joseph R. Dominick of the University of Georgia in the next Annenberg Colloquium. October 27, 4 p.m., Colloquium Room.

Dr. Victor Brown, Wharton alumnus and controller of Standard Oil of Indiana, discusses *Challenges in Corporate Controllorship* as part of the Management-Educational Planning Series. October 28, 10:30 a.m., B-6 Vance Hall.

Dr. Thomas Schutte, former Wharton professor and current president of the Philadelphia College of Art, reports on *What's Happening with American Antiques Today* during the October 28 meeting of the Faculty Tea Club, 1:30 p.m. in Alumni Hall, Towne Building.

Editor, writer and literary critic Irving Howe considers *The World of Our Fathers: Eastern European Jews—the Life They Made in America*, October 28, 8 p.m. in Houston Hall Auditorium. A reception follows at Hillel. Sponsors: Hillel Foundation and the Workmen's Circle of Philadelphia.

The Bicentennial College lecture series continues with *The American Revolution—A British View* by Esmond Wright, director of the Institute of U.S. Studies and professor of American history at the University of London. October 28, 4:15 p.m. in Houston Hall.

*Desegregation: Now or Never?* brings together Martin Horowitz, assistant counsel for the Philadelphia School District; Bertha Waters, co-chairperson of the Parents Union; Roy Yaffe, assistant general counsel of the Pennsylvania Human Relations Commission; and a teacher and student from the Philadelphia school system for a panel discussion moderated by Penn student Patrice Hall. October 29, 8 p.m. in the Houston Hall Ivy Room. Sponsor: Women's Center.

### MUSIC

*Music at Noon* continues with classical guitarist Viken Mikaelian. October 23, Houston Hall.

A down-home Sunday starts with an *Old Time Fiddlers Contest and Square Dance* at 2 p.m., October 26 on Hamilton Village Green, 39th and Locust Walk; then *Highwood String Band* plays at 8 p.m. in St. Mary's Church. Concert tickets at \$3.50 are available from the Hamilton Village Council, 3916 Locust Walk, 386-8388.

### FILMS

*The Heart is a Lonely Hunter*, Carson McCuller's story of a mute in a small town, is screened in the University Museum's Sunday Film Program. October 26, 2:30 p.m.

Jung the analyst expounds in *The Houston Interviews*; Jung the man appears in *Face to Face*. Both film portraits are shown October 23 and 26 in the Cinematheque series, which is screening Pabst's *Secrets of a Soul*, the first attempt to illustrate Freud's theories of the unconscious on film, also October 23 and 26. A Buster Keaton feature plus two of his shorts and Yasujiro Ozu's *Tokyo Twilight* round out the program. For tickets and information: Annenberg Box Office, Ext. 6791.

### MIXED BAG

What could be more mixed? Lon Chaney skulks about as the *Phantom of the Opera*, while—in the best tradition of silent films—Lee Irwin accompanies him on the *Curtis Organ* at Irvine Auditorium. A sing-along and short comedy complete the October 28 program at 7 and 10 p.m. Tickets: \$1, with proceeds going toward restoration of the Organ's 10,763 pipes.

Everyday speech and urban imagery characterize the work of New York poets John Giorno, Gerard Malanga and Anne Waldman, who will be on campus October 23 for *Poetry I*, the first in a series of readings sponsored by the ICA. 8:30 p.m., Van Pelt Rare Book Room; tickets: \$1 for members, \$2 for others from the ICA or at the door.

Local elections are less than a month away. To meet the women whose names will appear on the ballot, stop by at the Women's Center when WEOUP (Women for Equal Opportunity at the University of Pennsylvania) sponsors a reception for them, October 23, 4 p.m. The candidates, their parties and the offices they're seeking include: Ethel Allen (R), City Council; Lynne Abraham (D), judge, Municipal Court; Bertha Brown (P), City Council; Beatrice Chernock (R), City Council; Terry Ann Hardy (SWP), mayor; Evelyn Trommer (D), judge, Court of Common Pleas; Maggie Kuhn (C), City Council.

October 27 is opening night for Shaw's *Caesar and Cleopatra*. Directed by Douglas Seale, the Shaw Festival production runs through November 8 at the Annenberg Center. Information and tickets: Annenberg Box Office, Ext. 6791.

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