

Almanac

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- SENATE: *Call for Nominations* • LETTERS
- BUDGET: *Alternatives in 1976-77 (Hobstetter & Strauss)*
- FAS: *Graduate Education* • LINDBACKS: *Sellekaerts/Dwyer*
- *Recurrent Education in FAS (Stewart)* • *In-House Grants*
- COUNCIL: *Membership and Committees, 1975-76*
- WXPEN: *Documents in License Controversy (Regan et. al.)*
- *Changes in Copying* • DEATHS • OPENINGS
- *Holiday Hours* • BICENTENNIAL

TRUSTEES

Along with election of Louis Pollak as dean of the Law School (right), the Trustees' Executive Board voted December 8 to approve the appointment of Alfred F. Beers as Associate Comptroller for Field Operations—a post which will offer central administration assistance to heads of responsibility centers and indirect cost centers. Mr. Beers has been Assistant Vice-President for Health Affairs.

In addition to financial matters also reported at Council (below) the Trustees received John Eckman's news that the \$255 million campaign for the Program for the Eighties has reached 20 percent of its goal—though much of the total in hand is in pledges not likely to impact the University budget for the next three years.

After hearing from Mr. Meyerson, University Counselor Curtis Reitz and Trustee Morton Wilner on the WXPEN matter (see page 11 for action taken), the Trustees heard a statement by student Jamie Garner on behalf of the WXPEN staff. He urged a major fight not only for retention of the license but for appeal of the \$2000 obscenity fine as a test to refine FCC guidelines. He was challenged by Mr. Eckman on cost and on effect on the Program for the Eighties, and by Mr. Wilner on need for the case as a national test when an Illinois Citizens ACLU-backed case is now in the appeals stage.

COUNCIL

President Meyerson's report to Council included the week's two major trouble spots—WXPEN and the appearance of a projected \$2.9 million deficit that must be eliminated from the 1976-77 budgets now being refined. (Drs. Hobstetter and Strauss report in detail on page 3). In response to query he said the 1975-76 budget is largely in balance. Most disturbing, Mr. Meyerson said, was that the salary and wage increases achieved for January 1976 came partly from application of capital gains which are unlikely to recur—book value and market value of Penn investments are roughly equal now, as Trustee Wesley Stanger reported Monday.

On WXPEN, he emphasized that the hopeful route to saving the station's license is to try to confine the FCC's projected hearings to issues of accountability and ability to monitor. He and others have earlier warned that the Trustees must consider dropping the license fight altogether rather than stage a public defense of obscenity at a time when Penn is trying to raise \$255 million.

University Calendar

In an interim report for the task force on the calendar, Dr. Robert F. Lucid said the group is studying specific effects of the January break: money saved versus dislocations in academic and residential life, registration, student employment, interaction with other institutions and related questions. Those who wish to propose topics for inquiry should contact Dr. Lucid before the task force's next meeting January 26.

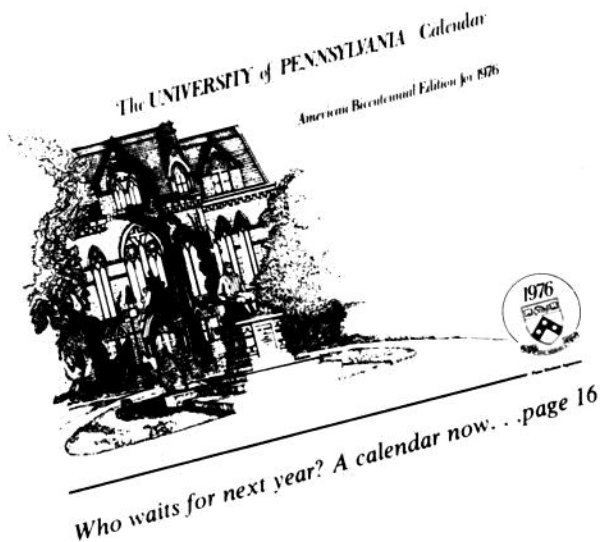
Dean of Law: Louis Pollak

Louis H. Pollak was elected dean of the Law School at the Trustees' Executive Board meeting December 8.

Dean Pollak, who has served as acting dean since last July, joined the Penn faculty in 1974 as the first Albert M. Greenfield Professor of Human Relations and Law. Prior to that he had served on the faculty of the Yale Law School for twenty years and as dean there from 1965 to 1970.

Widely known for his work in constitutional law and civil rights, Dean Pollak is the author of a two-volume history of the U.S. Supreme Court and has served as vice-president of the NAACP.

After clerking for U.S. Supreme Court Justice Wiley B. Rutledge, Dean Pollak joined the New York firm of Paul, Weiss, Rifkind, Wharton and Garrison; he later served as special assistant to Ambassador-at-Large Philip C. Jessup in the U.S. State Department. Dean Pollak is an alumnus of Harvard College and Yale Law School.



JOINT ENGINEERING DEGREE: MORGAN & PENN

A new five-year liberal arts and engineering degree program has been established by Penn and Morgan State University. Designed to increase the number of black engineering graduates, the joint program enables students to take three years of liberal arts courses at Morgan State followed by two years of engineering at Penn; a bachelor of arts degree from Morgan State and a bachelor of science degree in engineering will be awarded to those completing the program.

Dr. Joseph Bordogna, associate dean of CEAS, and Dr. Julius Taylor of Morgan State are faculty coordinators for the program, which was organized via the Penn-Morgan Cooperative Project.

SENATE SAC ACTIONS 12/3/75

At its December 3 meeting the Senate Advisory Committee selected its nominees for the Senate Nominating Committee for 1976-77.

1. In accordance with the requirements of the Senate Bylaws, Sec. 8(c) and Sec. 11(b), official notice is herewith given to the entire Senate Membership of the Senate Advisory Committee's 9-member slate of nominees for the Nominating Committee for 1976-77. The nine nominees, all of whom have indicated their willingness to serve, are:

James L. Ackerman (Dental)
Henry D. Berkowitz (Medicine)
Howard Brody (Physics)
William C. Forsman (Chemical Engineering)
William Hanaway (Oriental Studies)
Charles H. Kahn (Philosophy)
James W. Lash (Medicine), *Chairman*
Ann L. Strong (City & Regional Planning)
Robert A. Zeltin (Insurance)

2. Again pursuant to the Bylaws, Sec. 8(c) you are herewith invited to submit "additional nominations, which shall be accomplished via petitions containing at least twenty-five valid names and the signed approval of the candidate. All such petitions must be received no later than fourteen days subsequent to the circulation of the nominees of the Advisory Committee. Nominations will automatically be closed fourteen days after the circulation of the slate of the Advisory Committee. If no additional nominations are received, the slate nominated by the Advisory Committee would be declared elected. Should additional nominations be received, those nominated by petition have the right to learn the names of all other candidates and withdraw within five days after closing of petition. A mail ballot would then be distributed indicating which nominees were nominated by petition and which by the Advisory Committee. The ballot shall be circulated no later than fourteen days subsequent to the close of nominations. Voting shall be noncumulative...."

Because of the long closing of school from December 20 until January 26 the closing date for receipt of nominations by petition will be extended to February 2, 1976. Please forward any nominations by petition to the Faculty Senate Office, 303A College Hall/CO.

—Steven C. Batterman, Secretary

LETTERS

MORE ON FACULTY SALARIES

In a previous letter, I drew attention to certain long-run implications of the Adams rule for the faculty income distribution that would offend anyone's notion of what a normal income distribution should look like. Professor Adams has replied that he and his colleagues on the Committee on the Economic Status of the Faculty never intended this rule to be anything but a short-term palliative for the overall decline in purchasing power suffered by the faculty in the current recession. I find the short-run implications equally disturbing.

The Adams rule, it will be recalled, requires that in periods when the overall funds available to the University to be distributed to the faculty are declining in their purchasing power, all faculty members' incomes shall decline by the same percentage rate; in periods when the purchasing power of these funds is constant or increasing, or so I would infer from his reply to my letter, an individual's salary can behave however it normally would for a person of his age and skills. Now, surely one criterion that any income allocation method must meet is that a person's lifetime earnings (not necessarily the present value of those earnings) should be the same whether the funds available to the employer (measured in real terms) for payment of salaries fluctuate around some constant average amount or remain fixed at that amount over his lifetime. That is, the fluctuations themselves, as long as they net out over the long run, should not affect his accumulated earnings. The Adams rule does not meet this criterion.

The reason for this is that normally (and quite apart from issues of merit) a person's income rises at a declining rate over his lifetime. The Adams rule distorts this typical income path in periods of contraction for the University. Thus, if a person enters the faculty during a period of contraction (e.g., the 70s), the rate of increase in his salary will be pegged at the average rather than the above-average rate that would be his due were there no fluctuations

in real income. The person entering the faculty in a period of expansion (e.g., the early 60s) to be followed by a period of contraction, on the other hand, will have enjoyed both above average rates of increase in his younger days and an average rate in his older (when all salaries are pegged at the average) and thus avoid altogether the below-average rates of increase in salary that are the normal lot of older faculty members. There is, in this sense, a clear transfer of income from younger to older faculty members entailed by the Adams rule in periods of contraction, a transfer that is never recouped with the aging of the former.

It is possible that during a period of rapid inflation with all its attendant confusions between real and money incomes, the variance in rates of increase in real income will be allowed to increase—that is, that administrators, consciously or unconsciously, will exploit this confusion to change the distribution of percentage raises across faculty salaries. The Adams rule, by dictating a zero variance in these raises, is one defense against this tendency, if it exists. However, it seems an extreme one. It would seem possible to have someone, perhaps the Committee on the Economic Status of the Faculty, monitor the variance and distribution of percentage raises in salaries across the faculty to assure that they do not diverge from their normal value and shape. However, this issue is quite independent of the one raised here: namely, that rates of increase in real income generally decline with age of recipient and that there is no justification for altering this general tendency in periods of inflation and contraction.

—Daniel Vining, Assistant Professor of Regional Science

ON THE NEW DIRECTORY

December 9, 1975

Clearly, the individuals responsible for design of the new faculty/staff telephone directory are not afflicted with middle-aged eyesight—it stands as a monument to illegibility.

Also, though some may have no use for home addresses, I find this omission a great inconvenience.

Is it possible that legibility was sacrificed in an effort to bring us a cover in full living color that competes with Ma Bell for the bad design of the year award?

—Trudy King, Medical News Officer

The Director of Transportation and Communication responds:

At a time when budgetary cutbacks are mandated, certain hard decisions must be made concerning controllable expenses. In this context, our committee decided to make substantive changes to the Telephone Directory this past summer. By converting to a computerized format and deleting home addresses, we were able to substantially reduce the number of pages printed, eliminate the bulk of typesetting, and thereby pare production expenses from \$12,700 to \$7000.

Despite incurring the programming delays one might normally expect with a new system, we were also able to produce a more current directory than in years past. The lead time was reduced from 26 to 15 weeks and will be further shortened next year since much of the information now in the computer will remain unchanged.

A number of faculty and staff members have expressed rather strong objections to the inclusion of their home addresses in the directory. This was also part of the rationale for eliminating that category.

The cover is a minor part of the directory's cost. Discussions of its artistic merit—as with any creative work—will elicit a wide spectrum of opinions.

—Steven D. Murray

BOOKSTORE DISCOUNTS CHANGED

Last year the Pennstores granted discounts of \$65,000 to faculty and staff despite the fact that the student discounts of 5% on textbooks and 8% on tradebooks were discontinued. Now I must regretfully announce that the faculty-staff discount will be discontinued on all items except books as of January 1, 1976.

The Pennstores is one of the last university bookstores to extend discounts of any kind to faculty and staff. While we regret the partial discontinuance of the discount the present financial conditions dictate that we must take measures to insure that the bookstore is not a financial drain on the University.

—Gerald T. Ritchie, Director
University of Pennsylvania Bookstore

Budget Alternatives in 1976-77

by John N. Hobstetter and Jon C. Strauss

Following its usual custom, the University will publish its complete budget later this winter. Both the final financial outcome for the year 1974-75 and the budget for the current year 1975-76 will be given in greater detail and with greater interpretive text than has been available before. This publication will help to clarify some of the dilemmas we face in planning our budget for next year. We wish here just to highlight these dilemmas and shall use for illustration key data that will appear in the published budget.

The University's budget is divided into two distinct parts as dictated by the nature of funds received. The *restricted budget* describes the planned expenditure of funds which we receive to carry out a large number of specified activities such as the maintenance of an endowed professorship, or the performance of a certain research project. The University has no discretion over the use of these funds. It must spend them only in the specified way and the expenditures, in sum, are equal to the income received. The restricted budget therefore has little or no influence on the pressure that salary and program levels exert on tuition.

The *unrestricted budget* describes the expenditure of income over which the University can and does exercise discretion. The unrestricted income is of two kinds. Part of it is determined by decisions made outside the University—the Commonwealth appropriation, unrestricted gifts, permitted cost recoveries and the like. We exert every available influence to increase this income, but ultimately its amount is beyond our control. In what follows we are taking the prudent view that, in sum, this component of our income will show no greater increases than 3% next year because some elements of it (like unrestricted endowment income) are unlikely to increase at all. The rest of the unrestricted income is set by the University itself—the tuition income (both tuition rates and the number of students) and auxiliary service income (dormitory, dining, bookstore, etc.). The latter is set aside to cover or help cover the costs of the auxiliary services which are expected to rise about 10% next year. Tuition income, then, is the principal unrestricted income available to cover the rising costs of the academic enterprise itself.

In 1975-76 the tuition plus general fee income will be \$60.5 million, but \$11.4 million of unrestricted income is returned to students as unrestricted student aid. (The restricted budget also provides student aid.) Therefore a net of only \$49.1 million is available from tuition this year to cover unrestricted academic expenses. We expect to maintain the same ratio of aid to tuition next year so the percent increase in tuition will mean an equal percent increase in aid.

Summarizing income this year and next:

Available Unrestricted Revenues (in Millions)

	1975-76	Est. 1976-77 before tuition increases
Tuition (less aid)	\$ 49.1	49.1
Auxiliary services income	27.8	30.6
Income determined by others	41.7	43.0
Total Revenue	\$118.6	\$122.7

The expenditures of unrestricted income in 1975-76 (excluding student aid) are listed below. The salary figures include the 6%

increase being made as of 1 January 1976. Next year this increase will cover the full twelve months rather than six. The second column below therefore lists the salary base for next year before any further salary increase is made.

Unrestricted Expenditures (in Millions)

	1975-76	Est. 1976-77 before salary increases
Faculty Salaries	\$ 26.3	\$ 27.0
Staff Salaries (Schools)	11.1	11.4
Staff Salaries (Indirect)	22.0	22.7
Total Salaries	\$ 59.4	\$ 61.1
Employee Benefits	13.5	13.9
Total for Personnel	\$ 72.9	\$75.0
All goods and services	21.3	22.6
Total Controllable Cost	\$ 94.2	\$ 97.6
Uncontrollable Utilities, Insurance, Interest, etc.	23.8	26.2
Graduate Hospital Deficit	.5	0
Total Expense	\$118.5	\$123.8

The conclusion that follows from comparing total unrestricted revenue and expense is that non-tuition revenue will not cover the effects of inflation even before salary increases. In fact there is likely to be a \$1 million gap that must be covered by tuition. Substantial salary increases simply must be made next year because of the continuing erosion in the real income of our personnel. These, too, must be covered by tuition. The only conceivable offset is a reduction in the level of academic programs and the supporting services.

We look now at trade-offs among tuition, salaries and program levels. The above table shows that the unrestricted compensation base (salary plus benefits) will be \$75 million next year. Each increase of 1% in salary will therefore cost about \$750,000 in compensation. The tuition income base (less aid) is only \$49.1 million. If each 1% increase in compensation were funded wholly via tuition, it would require a 1.5% increase in tuition. An alternative would be to cut the cost of programs by \$750,000. We are limited in what we could cut. Goods and services in relation to personnel levels have been slashed year after year and have now reached rock bottom. Program cuts therefore mean personnel reductions—some 65 “average” employees for each 1% increase in compensation.

To restate our problem, to fund a hypothetical 6% compensation increase next year we would either have to increase tuition 9%, lay off some 400 or more persons, or to make some mix of the two. The final budget decisions will be very difficult to make.

Questions have been asked as to whether the Development Drive receipts cannot be used to ease our budget plight next year. The receipts thus far are almost wholly in the form of pledges, not cash, and this situation is not expected to change next year. In later years, however, when the pledges have been funded, we shall be able to shift current personnel and program expenses to the new revenue base and, thus, substantially reduce the pressure that salaries and program expenses exert on tuition. Indeed, that is one of the chief reasons for launching the Drive.

FAS GRADUATE EDUCATION

At its meeting December 9, the Faculty of Arts and Sciences adopted with one addition the ten recommendations in the report of the FAS ad hoc committee on graduate education (*Almanac* December 2). The addendum, offered by Dr. Ralph Amado on the basis of deliberations still in progress by a joint committee of the Senate Advisory Committee and Council Committee on Educational Policy, was accepted as a friendly amendment by Dr. Burton Rosner as chairman of the ad hoc committee:

Resolved that, the Faculty of Arts and Sciences:

1. Thanks the ad hoc Committee on Graduate Education for its prompt report;

2. Agrees that there is a great and urgent need to integrate the graduate and undergraduate programs offered by the Faculty;

3. But also recognizes the "One University" aspect of graduate studies and does not wish to isolate this Faculty from it.

Therefore, we urge the Dean to set up the machinery necessary to oversee the graduate activities of the Faculty of Arts and Sciences but at the same time to seek ways to integrate these activities, through appropriate University-wide structures, with those of the other faculties toward the end of making possible a unified program of graduate studies which is the educational focus of research and scholarship in the entire University.

Debate over relationships between FAS graduate groups and interschool or other-school graduate groups preceded the vote. Dr. Neville Kallenbach, biology, argued that for their own development FAS life sciences programs need to continue collaboration in teaching and research with graduate faculty now located in professional schools where education for the Ph.D. is not a primary goal. Among questions raised were where budget, quality control and innovation will fall in interschool programs if, under strict responsibility budgeting, all graduate group chairmen report solely to their budgetary centers—and how a "symbolic" Graduate Faculty would be any improvement over the old GSAS. ("The way it has always been was wrong," said Dr. Kallenbach of the old GSAS, who urged a new structure that would fill the vacuum. Dr. Albert Lloyd, who headed the early College committee that designed a unified FAS, supported the proposal for a strengthened Graduate Council. "Lack of budgetary authority does not necessarily mean that a structure is merely 'symbolic,'" he said, pointing to quality and innovation achieved by the College for Women despite absence of budgetary control over a faculty of its own.)

Dean Vartan Gregorian said that lack of a unified conception at the all-University level, plus delay in making operational the new vice-provostship for graduate studies and research, have held up for 14 to 16 months the FAS's ability to take authority even over its own graduate groups, which account for 60% of the Ph.D. program in the University. He said implementation of the ten recommendations with the Amado amendment will make it possible for FAS to assume control over quality and development of its own groups without precluding the growth of new linkages in the future.

After the meeting, Dr. Amado said the SAC/Educational Policy group expects to bring in by February 1 specific proposals for a reporting and budgetary structure for graduate education University-wide.

COOPERATIVE HOUSING PROPOSAL

The Subcommittee on Housing of the University Council Committee on Community Relations is exploring the possibility of developing faculty and staff housing adjacent to the campus along the lines of a multi-unit cooperative or condominium. The Subcommittee wishes to learn of the possible appeal of this kind of project. If you have any interest in such housing possibilities, kindly write to Dr. Richard Sherman, Office of the Secretary, 112 College Hall, or call Ext. 7006.

—Allyn Rickett, Chairman

COMPLAINT & RESPONSE

The Lindback Awards

December 1, 1975

It has been brought to my attention that approximately sixty students have nominated me for the Lindback Award. I thank my students for honoring me in this way.

Last week, my department handed me a form labeled "Candidate Information Sheet." Because of the nomination procedures outlined on that form and because of certain types of information on the candidates requested from their respective departments, I have decided to withdraw my name from the list of candidates for the Lindback Award.

For several years, I have expressed the idea that it is undesirable for students to be involved in the evaluation of research of faculty members, predominantly because they lack the necessary professional qualifications and experience. However, in evaluating teaching excellence, I strongly feel that the students are the best and even the only qualified judges. Except in the very rare cases where faculty members attend the lectures of their colleagues, the evaluation of the teaching qualifications of one faculty member by his colleagues is at best based on hearsay evidence. Since in our judicial system we are not willing to convict people on the basis of such evidence, I feel that we should not start procedures to honor them on the basis of similar evidence. Indeed, in the extreme case, it is feasible that, according to the procedures outlined in the Candidate Information Sheet, colleagues would start the nomination procedures by nominating a candidate for the distinguished teaching award, that subsequently the department would solicit support from a number of students, and that eventually a further list of student names who might be willing to write letters of support (e.g., students who received high grades) would be submitted to the Vice-Provost's Office by the department (and the Vice-Provost's Office would then endeavor to contact them directly). In this example, student involvement in the Lindback Award would be reduced to a rubberstamping of a departmental nomination of a candidate for distinguished teaching. Even in an alternative situation, in which a group of students jointly with faculty members nominates a candidate, the procedures in the Candidate Information Sheet clearly indicate that the support of colleagues, directors, chairmen of departments and deans is crucial in determining "teaching excellence."

Although in many instances, teaching performance may (and perhaps should) play a minor role in making tenure decisions, whether a candidate for a distinguished teaching award has or is likely to receive tenure should not be a determinant of his teaching excellence. In other words, the causation between teaching excellence and tenure should only run in one direction. Similarly, I hope that, if Encyclopaedia Britannica ever defines Teaching Excellence, its definition will not include factors relating to the specific type of information that is sought from each candidate in your Candidate Information Sheet (e.g., the kind of committee or administrative duties performed by the candidate within the department and the University at large, whether the candidate teaches in Women's Studies or Afro-American Studies, length of time at the University, . . .).

To the extent that the information gathered in this Candidate Information Sheet plays a decisive role in choosing the winners of the Lindback Awards, the latter should be called "awards for a faculty member's conformity with the objectives of his department, his faculty, and the University at large," rather than "awards for distinguished teaching."

—Willy Sellekaerts, Associate Professor of Finance

COLLEGE HOUSES IN THE QUAD

While funding for physical renovation of the Quad continues under negotiation, planning for its intellectual programs goes on apace. Proposals have been adopted to set themes for two of the six college houses (one is Health and Society, the other Visual and Performing Arts). Dr. John Hobstetter, Associate Provost for Academic Planning, welcomes proposals by February 1 for shaping the goals of the other four houses. Send outlines or complete proposals to him at 111 College Hall.

Candidate Information Sheet	
LINDBACK AWARDS FOR DISTINGUISHED TEACHING	
(Below is a list of suggested information which will be useful to the Committee on Distinguished Teaching when it considers your department's candidate.)	
Candidate's name _____	
Rank _____	Department _____
Length of time at the University _____	
In what capacity or capacities has the candidate spent this time? (e.g. student, teaching fellow, lecturer, assistant professor, etc.) _____	
Does the candidate have tenure? _____ Is tenure likely? _____	
What kinds of teaching experience does the candidate have?	
(1) Please append a specific list of courses taught at U. of P. with dates and descriptions. Please include, if possible: size of courses, how many classes per term, and the type of courses each was/is (seminar, lecture, etc.) _____	
(2) Has the candidate supervised independent studies or dissertations? _____ Specify number _____	
(3) Does the candidate teach in any special academic program such as Freshman Seminars, CTS, Women's Studies, or Afro-American Studies? _____ Please specify _____	
(4) Is the candidate affiliated with a University residential Project? _____ Please specify _____	
What kinds of committee or administrative duties does the candidate have within the department? In the University at large? _____	
Does the candidate hold a joint appointment in another department? _____ Please specify: _____	
over	

<p>The following kinds of supporting documents would be of particular use to the Committee:</p> <p>An up-to-date curriculum vitae</p> <p>Evaluations (SCUE or other) with instructions on how to interpret them</p> <p>Letters of support from students, both undergraduate and graduates</p> <p>Letters of support from faculty colleagues</p> <p>Letters of support from Deans, Directors or Department Chairmen</p> <p>*If the department prefers to submit the names of students who might be willing to write such letters, the Vice Provost's office will endeavor to contact them directly.</p> <p>PLEASE return this sheet and any additional materials to the Committee on Distinguished Teaching, c/o Katharine Fischer, 10A College Hall/CO. Ms. Fischer, at extension #737, will be glad to answer any questions.</p> <p>THANK YOU</p>
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The Candidate Information Sheet, left, is sent to a candidate's department chairman after nomination, and is not used to initiate the process, according to Katharine Fischer, the aide who gathers information for the Lindback Awards Committee. She explains that it is for the chairman, not the candidate, to fill out. The emphasis is on "suggested information" so that the Committee will have roughly comparable basic material on the several dozen people it must weigh for four awards annually. Without it or some version of it, she said, the Committee might have as little as a one-sentence letter of nomination in some cases. "If chairmen want to cross out some questions or leave them blank, they just do so. The questionnaire is an aid to deliberations, not the basis of selection."

The chairman of the Lindback Society responds:

December 5, 1975

Professor Sellekaerts has raised important issues in his letter to the Committee on Distinguished Teaching which was quoted, in part, in *The Daily Pennsylvanian* of December 3, 1975. A full reading of the complete letter, however, does not justify the heading given the article in which the quotes appeared ("Nominee Scorns Lindback Award"). It should be noted, for example, that the principal case used by Professor Sellekaerts to illustrate his concern about lack of student input and possible domination of the process by administrators is preceded by the words "Indeed, in the extreme case, it is feasible that. . ." His argument focuses upon possible abuses, not actual ones.

Nonetheless, Professor Sellekaerts appropriately points to these possible abuses in the process by which Lindback recipients are chosen.* Because the award is prized it may well become the focus of departmental or school politics and further measures are no doubt needed to help protect against the politicization of the awards. At the same time, while I have no doubt that there have been problems of the kind feared by Professor Sellekaerts, a number of facts suggest that such politicization is the exception rather than a common occurrence.

1. Nominations are solicited primarily from students through posters placed across the campus directed at students and through paid advertisements and articles in *The Daily Pennsylvanian*.

2. Over half of this year's nominees came directly from student nominations.

3. The selection committee is composed of five students (all chosen by students themselves) and five faculty members. While the Vice-Provost for Undergraduate Studies chairs the Committee, she has no vote.

4. The overwhelmingly dominant source of evidence for the committee's deliberations is student evaluations—directly through student letters and indirectly through SCUE printouts and Course Guide comments, as well as formal evaluations undertaken by student groups in the various schools and departments of the University.

5. While it would be inappropriate to list their names, there have been several recipients, in recent years, none of whom could be accurately described as "conforming with the objectives of his department, his faculty, and the University at large," which is what Professor Sellekaerts suggests as the more appropriate description of the purpose of the awards.

6. The Candidate Information Sheet with which Professor Sellekaerts is most concerned is sent to departmental chairmen for information desired by the Committee. The major portion of the information it is designed to help stimulate is from students who may not know of the nomination but whose input would be highly useful to the Committee if they did; e.g., the request for information about the nominee's activity in special programs is designed to help get information from students in those programs.

But the Information Sheet does solicit comments from faculty and

* The Lindback Award process in the health area schools differs considerably from that used in the Non-Health Areas. I am commenting only on the latter here.

administrators as well. This seems completely appropriate to me. I would disagree with Professor Sellekaerts that students are "the only qualified judges" of teaching excellence. Faculty colleagues as well as departmental chairmen and deans are in an excellent position to help evaluate the quality of student input. For example, does the input come from the most thoughtful and serious students? Is the positive student input evident in a variety of instructional contexts? Is it sustained over several years? And do the students who are exposed to the nominee come to other courses in the same area with a better appreciation and grasp of the discipline than those students who have not taken work with him or her? These are all legitimate and relevant considerations in the award process.

It is also important to point out that even though input from faculty and administrators is important it is not "crucial" as suggested by Professor Sellekaerts. It is, as described in the Information Sheet, one of the "kinds of supporting documents [which] would be of particular use to the Committee." On the contrary, it is the student input that is crucial.

My own experience with the awards process over the past four years establishes, without question, the independence of the Committee from politicization, the dominant role played by students throughout the process and the minor role taken by administrators at all levels. I am also convinced that those who have received the Lindback Award have merited it solely on the grounds of their excellence in teaching.

Even if all that I have said above were accepted, Professor Sellekaerts' concerns would not be fully met and therefore, I would like to offer three final comments.

First, it is the policy of the University that the Lindback Awards be used to advance effective teaching and provide examples of excellence for others to emulate. Therefore, excellent teachers who are at the University for a fixed term may either be ineligible (e.g. visiting professors) or fail to receive the award because it is clear that they will be here for only a short time. This minimizes the opportunities available to Assistant Professors and Lecturers only to the extent that a prior determination has been made that they will, or are highly likely to, leave the University in the near future. This means that someone who is among the best teachers in the University might well be denied the award. Perhaps this suggests the appropriateness of reviewing this policy.

Second, I believe we could substantially allay Professor Sellekaerts' concerns if students had more access to University (and particularly departmental) resources in building their cases for their nominees. Some organization and resources are obviously helpful in providing a nominee with the strongest possible case. I would be happy to collaborate with any group interested in exploring ways to increase the availability of relevant resources to students.

Finally, I believe that some monitoring of the Lindback Award process is both appropriate and highly desirable along with inquiry into the means of improving that process. Because such monitoring and inquiry if carried on by the Lindback Society would possibly be regarded as too narrow and self-protective I suggest that the initiation come from another source. At the same time I offer my help and that of the Society to any person or group interested in pursuing these tasks.

—Charles E. Dwyer
President, Lindback Society

Recurrent Education in FAS

by Donald M. Stewart

Henry David Thoreau was known to have advocated the continuation of education and pursuit of liberal studies throughout one's adult life. For this purpose, he recommended the formation of what he termed "uncommon schools." The College of General Studies, founded in 1894, is the University of Pennsylvania's uncommon school. It and the Continuing Education Program (since 1963, the advising arm of the College for Women catering originally to women who interrupted their formal education in order to marry and raise families) now form the continuing education component of the Faculty of Arts and Sciences. The consolidation of these two units and their merger with FAS signify the increased importance of the adult learner in higher education and commitment on the part of the University to the concept of lifelong and recurrent education.

The largest number of part-time adult students entering the University and taking courses for academic credit do so through the College of General Studies. CGS enrolls approximately 2,000 part-time students each term (excluding Summer School) with 60 percent of this number enrolling in CGS courses and the remaining 40 percent gaining departmental permission to attend regular daytime courses.

Interestingly enough, a situation now obtains whereby a reciprocal flow of students exists between CGS and other parts of the University. Approximately 40 percent of those taking CGS courses each term are regular full-time students enrolled in FAS or one of the professional schools.

In recent years, almost a quarter of the CGS student body (i.e. those admitted to the University as "general students" through CGS) has been screened and received counseling, course selection and placement assistance from the Continuing Education Program Office headed by Ms. Charlotte Fiechter. As a result, academic performance has improved significantly and the rate of degree completion by CGS students has also increased. Under the new administrative arrangement within FAS, a far larger number of CGS students will receive the benefit of increased advising and supportive services and similar results are expected.

Most CGS courses (including Summer School) are taught by members of the Faculty of Arts and Sciences. Yet as cited by the most recent University task force on continuing education,* 34 percent of the course units taken by CGS students in non-CGS courses in the fall of 1974 were in areas other than arts and sciences including engineering, education, fine arts and business.

Of those non-CGS students registering for CGS courses during the same period, only 35 percent were FAS students. In the face of responsibility center budgeting, given the distribution of students, CGS can anticipate a greater concentration of FAS course offerings and students as well as a possible loss of income.

* The Provost's work group, headed by Dr. Stewart. On the basis of Development Commission recommendations as reviewed by still another task force under Dr. Werner Gundersheimer, the Stewart Committee proposed that the Provost have a deputy who would help make of CGS "a stimulator, not a director, of action; a coordinator, not a controller." This fall Dr. Stewart took office in a joint reporting structure as FAS Associate Dean and Director of Continuing Education and as an assistant to the Provost for Continuing Education.

In view of its new structure and responsibility for continuing education, the FAS faces a number of questions and issues not the least of which is should the College of General Studies be abolished or made merely an advisory function with adult part-time students admitted in the same manner as any other student?

Should CGS or evening and week-end courses become part of the regular faculty teaching load with compensation and tuition levels equalized accordingly?

Should CGS become the College of Recurrent Education with its own curriculum and faculty and a special mandate to develop new degree and nondegree programs for special constituencies such as the immediate community within West Philadelphia or rural Pennsylvania?

Such matters cannot be easily resolved and must be carefully considered by deliberative bodies within FAS such as the Educational Policy Committee. Clearly there is a need to consider nontraditional ways of teaching and learning that respond to the needs of nontraditional students such as the over-21-year-old adult already pursuing or resuming a professional career. Many of the University's alumni would fit this mode.

At the same time, there is a need to imbue the younger "regular" adult student now in the process of learning how to learn with a better sense of learning as a process that never ends. Herein lies the nexus between the University's rightful dedication to excellence in teaching and research and its willingness to extend the benefits of such to new groups and in new ways that befit a great intellectual center.

As it further evolves within the Faculty of Arts and Sciences, perhaps changing in form and function, the College of General Studies will seek ways of enhancing and extending the learning process both internally and externally. New mini-courses, week-end seminars and summer institutes are being planned accordingly. Efforts are being made in cooperation with departments and individual faculty members to broaden the CGS course offerings and make them more representative of regular departmental programs. Special attention is being given to the learning needs of alumni in the development of many of these educational options.

Since its mission is both intramural and extramural in scope, CGS will seek to be flexible and even experimental. Yet in being so, it will not abandon its basic commitment to academic improvement and achievement. It must also maintain its fiscal integrity, yet take risks if they can be justified on educational grounds. Above all, CGS must strive to widen educational opportunity while nurturing those values of the uncommon school which place high priority on intellectual achievement. A melding of both should strengthen our efforts at making life-time learning through recurrent education a reality at Pennsylvania.

IN-HOUSE GRANTS FOR FACULTY

A subcommittee of the Committee on Research considers applications submitted by fully-affiliated faculty members who hold the rank of assistant professor or above for funds in support of research. Those faculty members who are not fully-affiliated may apply provided they will obtain full affiliation by the effective date of the award.

Two kinds of grants are available: (1) Summer Research Fellowships and (2) Grants-in-aid which pay specified research expenses, such as purchase of permanent equipment or specialized materials (which become the property of the University), expendable supplies, transportation, etc. An applicant may request one or both of these types of grants.

The deadline for applications is February 2. The subcommittee will notify the applicant by April 15 as to whether his or her project will be funded.

Application forms will be available at the Office of Research Administration, 409 Franklin Bldg., or may be requested by telephone to Reagan Scurlock, Ext 7293.

THE UNIVERSITY COUNCIL 1975-76

The University Council . . . exists to discuss and formulate for recommendation to the President general policies of the University which may affect its educational objectives by consultation among elected representatives of the disciplinary fields of the faculties, representatives of the faculty at large, administrative officers, and elected representatives of the undergraduate and graduate-professional students. It is empowered to initiate policy proposals as well as to express its judgment on those which are submitted to it by the administrative officers of the various academic divisions of the University. It is also empowered to request information through appropriate channels from any member of the University administration.—Council Bylaws 1974

STEERING COMMITTEE

The Steering Committee shall consist of the President of the University, the Provost, the Chairman and the Chairman-elect of the Faculty Senate, and five faculty members, one undergraduate student, one graduate student in the arts and sciences, and one student from the graduate-professional schools to be elected by the incoming Council at its May meeting from among its membership for the ensuing year. The Chairman of the Faculty Senate shall be the Chairman of the Steering Committee.—Bylaws

Ralph D. Amado
Virginia Briscoe
Cyndy Chanenson
Eva Gelernter
Fred Karush
Herbert S. Levine

Barbara J. Lowery
Robert F. Lucid
Martin Meyerson
Covey T. Oliver
W. Allyn Rickett
Eliot Stellar

MEMBERSHIP OF COUNCIL

Faculty: All members of the Senate Advisory Committee sit on Council, 13 as voting members and five (the first-year members of SAC) as observers. In addition there are four assistant professors, chosen by the Council Steering Committee; and 27 faculty members from mutually-exclusive constituencies.

Students: Nineteen students serve on Council, nine of them from undergraduate schools and colleges (five elected by mutually-exclusive constituencies and the other four—including a freshman—elected at large via the Student Assembly). The ten graduate/professional students on Council are from mutually-exclusive constituencies based on enrollment. Three are in mixed constituencies: Nursing-SAMP-Veterinary; Education-Engineering-Social Work; and Annenberg-Fine Arts. Each of the grouped schools sends a representative, but only one per constituency may vote; the others become nonparticipating observers. Each constituency's representatives select the voting member by whatever method they choose.

Administrative and Staff: The President and the Provost are automatically members of Council. The President appoints nine other administrative officers, and the Administrative Assembly sees to the election of one administrator representing all A-Is except librarians, programmers and research personnel. The Librarians Assembly has one voting representative, and the A-3 Assembly sends a nonvoting observer with right to speak.

Moderator:
Peter C. Nowell

Parliamentarian:
Richard B. Schiro (Fall term);
Arnold Rosoff (Spring term)

Members of the Senate Advisory Committee

Ralph D. Amado, *Chairman*
*Paul Barron
Steven C. Batterman, *Secretary*
*Maria Z. Brooks, *Past Secy*
*Alexander M. Capron
*Richard A. Cooper
Lucienne Frappier-Mazur
*Dell H. Hymes
Richard Kadison

Fred Karush
*Barbara J. Lowery
Robert F. Lucid, *Chr-Elect*
Robert Maddin
*Ann R. Miller
*James Muhly
John A. Quinn
Robert L. Shayon
Robert A. Zeltin, *Secy-Elect*

* Observer

Members of the Administration

*Paul O. Gaddis	Martin Meyerson
Vartan Gregorian	Almarin Phillips
John N. Hobstetter	Louis Pollak
Dell Hymes	Curtis Reitz
Donald N. Langenberg	Eliot Stellar
Thomas W. Langfitt	Edward Stemmler
*Patricia McFate	

Librarians Assembly: Martha Lightwood
Administrative Assembly: Michel T. Huber
*A-3 Assembly: Joseph F. Kane
*ROTC Representative: Stephen F. Cameron

Assistant Professors

Mark Adams	Mary Ann Lafferty
Nancy L. Geller	Stanley Nash

Representatives of Constituencies

FAS: Anthropology, Geology, Psychology Julius Wishner
FAS: English..... David DeLaura
FAS: Linguistics, Mathematics,
Philosophy Peter J. Freyd
FAS: Biology, Chemistry Eugene R. Nixon
FAS: Astronomy, Physics Herbert Callen
FAS: Classical Studies, Modern
Languages Robert E. A. Palmer
FAS: History, History of Art,
Music, Religious Thought Robert Engs
FAS: American Civilization, Ancient History,
Classical Archaeology, Folklore and Folklife,
History and Sociology of Science, Near East Center,
South Asia Studies W. Allyn Rickett
FAS: Economics, Regional Sciences Herbert S. Levine
FAS: Political Science, Sociology Philip M. Pochoda
Moore School of Electrical
Engineering Samuel D. Bedrosian
Engineering: Civil, Mechanical,
Chemical, Metallurgical..... Charles D. Graham
GSFA: Architecture, City Planning, Fine Arts,
Landscape Architecture and
Regional Planning Seymour J. Mandelbaum
School of Social Work Sue Henry
School of Allied Medical Professions..... Roma Brown
Wharton School: Accounting, Finance, Statistics
and Operations Research..... Susan M. Wachter
Wharton School: Business Law, Insurance,
Marketing, Industry Ross A. Webber
School of Medicine Horatio T. Enterline
School of Medicine Sol H. Goodgal
School of Medicine Philip G. Mechanick
School of Medicine Arnold Chait
Law School..... Covey T. Oliver
School of Veterinary Medicine..... Adrian R. Morrison
School of Dental Medicine..... James L. Ackerman
School of Nursing Barbara J. Lowery
Graduate School of Education Erling E. Boe
Annenberg School..... Sol Worth

Undergraduate Students

Alisa Baker (FAS '79)	Michael J. Hanlon (Wh '76)
Patricia Brown (FAS '78)	Jerry Marcus (CEAS '76)
Cyndy Chanenson (FAS '76)	Lee Weissman (FAS '77)
Mitchell Feldman (FAS '75**)	John Wortman (FAS '77)
Robert Frieden (FAS '77)	

Graduate-Professional Students

Carol Bailey (Fine Arts)	Scott Leedy (Dental School)
Virginia Briscoe (GSAS)	Bruce Pitts (Medicine)
Richard Brown (Veterinary Med)	Carol Przybycien (Education)
Kirbyjon Caldwell (Wharton)	Barry Silverman (Engineering)
Eva Gelernter (Social Work)	Kathy Slott (GSAS)
Marilyn Jackson-Beeck (Annenberg)	Ann Marie Walsh (Nursing)
Claire Koegler (GSAS)	Don Blumenthal (Law)

* Observer ** Fall Only Lynne Lafer (SAMP)

COUNCIL, UNIVERSITY-WIDE AND OPERATING COMMITTEES, 1975-76

Council meets on the second Wednesday of each month from 4 to 6 p.m. in the Council Room of the Furness Building. Any member of the University may submit questions or proposals to it by sending them in writing to the Steering Committee c/o the Office of the Secretary.

Much of the work of Council is done through its standing committees

and subcommittees, listed below. Any member of the University may be asked to serve on these. Members are chosen with the help of a Committee on Committees, which also recommends members for three independent committees (left) created by Council but not reporting to it; and for University-wide and Operating committees, page 10.

INDEPENDENT COMMITTEES

Academic Planning

- Chairman:** Britton Harris (city planning)
- Faculty:** Fay Ajzenberg-Selove (physics)
John P. Brady (psychology)
Harold J. Bershad (sociology)
Clifton C. Cherpak (Romance languages)
Robert Maddin (metallurgy)
Julius Wishner (psychology)
- Administration:** John N. Hobstetter (associate provost for academic planning)
Harold E. Manley (vice-president and treasurer)
Eliot Stellar (Provost)
- Students:** Arthur Balin (biochemistry)
David Freed (FAS '76)
Kathryn E. Slott (graduate student, Romance languages)
- Ex officio:** Helen C. Davies (chairman, Educational Policy Committee)

Budget

- Chairman:** John N. Hobstetter (associate provost for academic planning)
- Faculty:** Phoebe S. Leboy (biochemistry)
Howard L. Morgan (decision sciences)
Andre von Gronicka (German)
Walter D. Wales (physics)
- Administration:** Paul O. Gaddis (senior vice-president for management)
Harold E. Manley (vice-president and treasurer)
Fred A. Shabel (vice-president for operations services)
Eliot Stellar (Provost)
- Graduate-Professional Students:** John E. Caruso (law)
Claire A. Koegler (astronomy)
- Undergraduate Students:** Barton A. Brown (Wharton '76)
Warren Feldman (Wharton '77)
- Ex officio:** Britton Harris (chairman, Academic Planning Committee)

Open Expression

- Chairman:** Roger H. Walmsley (physics)
- Faculty:** Erling E. Boe (education)
Michele Pollock (Romance languages)
David Solomons (accounting)
Henry Hansmann (law)
- Administration:** Frank N. Jones (vice-dean, Law School)
Donald N. Langenberg (vice-provost for graduate studies and research)
- Students:** Darlene Andrews (FAS '76)
Debra Wishik (FAS '76)
Fred Kafka (graduate engineering)
Two graduate students to come

COUNCIL COMMITTEES

Committee on Committees

- Chairman:** Murray Gerstenhaber (mathematics)
- Faculty:** Lucy C. Behrman (urban studies)
Stuart W. Churchill (chemical engineering)
Edward S. Cooper (medicine)
John S. deCani (statistics)
Additional faculty member to be appointed
- Administration:** William G. Owen (vice-president, development and public relations)
- Students:** Corey R. Shanus (FAS '78)
Kathryn Siena Kirwin (Graduate FAS) Fall '76
Graduate student to come

Community Relations

- Chairman:** Sol H. Goodgal (microbiology in medicine)
- Faculty:** Stanley J. Brody (community med. and psychiatry)
Lila Gleitman (education)
Norman Glickman (city and regional planning)
James M. Larkin (education)
- Administration:** Jacqueline Pollard (personnel relations)
- Graduate-Professional Student:** Arlene J. Caney (music)
- Undergraduate Student:** Glenn D. Simon (FAS '76)

Conflict of Interest

(Joint subcommittee of Faculty Affairs and Research)

- Chairman:** Houston A. Baker (English)
- Faculty:** Nabil Farhat (electrical engineering)
Harold H. Frank (management)
Robert H. Mundheim (law)
Peter Shephard (architecture)
Irwin I. Ship (oral medicine)
Henry A. Sloviter (biochemistry in medicine)
- Graduate-Professional Student:** W. Warren McHone (regional science)
- Undergraduate Student:** Gregory S. Botvinik (FAS '77)
- Ex officio:** Bernard Steinberg (chairman, Research)
Robert Summers (chairman, Faculty Affairs)

Educational Policy

- Chairman:** Helen C. Davies (microbiology in medicine)
- Faculty:** James C. Davis (history)
Nancy L. Geller (statistics)
Ward H. Goodenough (anthropology)
Larry P. Gross (communications)
John A. McCarthy (German)
Peter H. McCleary (architecture)
Morris Mendelson (finance)
Thomas H. Wood (physics)
- Administration:** Gail C. Levin (University Press)
- Graduate-Professional Students:** John Andrew Feldmann (history)
Saundra L. Lemaster (molecular biology)
- Undergraduate Students:** Philip A. Green (Wharton '76)
Mitchell Blutt (FAS '78)

(continued)

Ex officio: Donald N. Langenberg (vice-provost for graduate studies and research)
 Patricia A. McFate (vice-provost for undergraduate studies and university life)
 Britton Harris (chairman, Academic Planning)

Facilities

Chairman: David Solomons (accounting)
Faculty: John G. Brainerd (electrical engineering)
 Ralph O. Erickson (biology)
 David K. Hildebrand (statistics and o/r)
 David H. Friedman (history of art)
 David T. Van Zanten (history of art)
Administration: Anthony S. Coddling (Houston Hall)
 Mark S. Levitan (University Hospitals)
 Steven D. Murray (director, transportation and communications)
Graduate-Professional Student: Erika J. Friedmann (biology)
Undergraduate Students: Edwin H. Gledhill (Wharton '76)
 Raymond C. Vander Horst (Wharton '78)
Ex officio: Fred A. Shabel (vice-president/operations services)

Faculty Affairs

Chairman: Robert Summers (economics)
Faculty: Arnold Chait (radiology)
 Kenneth D. George (education)
 Kenneth S. Goldstein (folklore)
 Joseph S. Gots (microbiology in medicine)
 Donald G. Lateiner (classical studies)
 Seymour J. Mandelbaum (city planning)
 Phyllis R. Rackin (general honors)
 Adele A. Rickett (Chinese studies)
 Richard Sloane (law)
 Shiro Takashima (electrical engineering)
Graduate-Professional Student: Rhoda E. Daniels (music)
Undergraduate Student: Chris Hensel (FAS '77)
Ex officio: Houston A. Baker (chairman, Conflict of Interest)
 J. Robert Schrieffer (chairman, Honorary Degrees)

Faculty Grants and Awards

(Subcommittee of Faculty Affairs)

Chairman: Robert E. A. Palmer (classical studies)
Faculty: Howard Brody (physics)
 Stuart A. Curran (English)
 Gordon W. Ellis (biology)
 Frederick W. Frey (political science)
 Hendrik F. Hamka (chemistry)
 Wilfred Malenbaum (economics)
 Mary L. Rosenlund (pediatrics)
 Stephen S. Shatz (mathematics)
 Anthony R. Tomazinis (city planning)
 Eric L. Trist (social systems science)
 Frank Trommler (German)
Ex officio: Reagan A. Scurlock (director, research admin.)
 Bernard Steinberg (chairman, Research)

Subcommittee on Honorary Degrees

(Subcommittee of Faculty Affairs)

Chairman: J. Robert Schrieffer (physics)
Faculty: Eugenio Calabi (mathematics)
 Joel O. Conarroe (English)
 Stephen Goldstein (law)
 Jack M. Guttentag (finance)
 Michael H. Jameson (classical studies)
 Alan M. Laties (ophthalmology)
 Abraham Noordergraaf (bioengineering)
 Nell E. I. Painter (history)

Graduate-Professional Student: Richard S. Strickler (law)
Undergraduate Student: Robert E. Rosenman (FAS '75**; fall only)
Ex officio: Robert Summers (chairman, Faculty Affairs)

Implementation of University Policy in the Conduct of Research Programs

(Subcommittee of Research Committee)

Chairman: To be elected.
Faculty: Shiv K. Gupta (statistics)
 Vivianne T. Nachmias (anatomy)
 John W. Carr III (computer and information science)
Graduate-Professional Student: Robert L. Starnes (biochemistry)
Ex officio: Bernard Steinberg (chairman, Research Committee)

Research

Chairman: Bernard Steinberg (electrical engineering)
Faculty: Sherman Frankel (physics)
 Marilyn E. Hess (pharmacology)
 Richard V. Kadison (mathematics)
 Barbara Kirshenblatt-Gimblett (folklore)
 Samuel Z. Klausner (sociology)
 Ezra S. Krendel (statistics and o/r)
 Giuseppe G. Pietra (pathology)
 Reuben E. Kron (psychiatry)
 Charles E. Rosenberg (history)
 Robert J. Rutman (biochemistry)
Graduate-Professional Students: Peter D. Blair (engineering)
 John C. Shryock, III (physiology)
Undergraduate Student: Marla F. Peerless (FAS '77)
Ex officio: Houston A. Baker (chairman, Conflict of Interest)
 Donald N. Langenberg (vice-provost for graduate studies and research, chairman, Research Policy Implementation)
 Robert E. A. Palmer (chairman, Faculty Grants and Awards)

Student Affairs

Chairman: To be elected
Faculty: Erling E. Boe (education)
 Lawrence Eisenberg (electrical engineering)
 Nancy B. Ellis (occupational therapy)
 Shiv K. Gupta (statistics and o/r)
 Mary Ann Miller (nursing)
Administration: Stephen Goff (Annenberg Center)
 Sharon Grossman (Women's Center)
 George S. Koval (Student Financial Aid)
Graduate-Professional Student: Marion G. Jagodka (international relations)
Undergraduate Students: Bruce L. Auerbach (Wh '76)
 Bart R. Shachnow (FAS '76)
Liaison: Andrew J. Condon (director, student activities)

Undergraduate Admissions and Financial Aid

Chairman: Roger H. Walmsley (physics)
Faculty: Houston A. Baker (English)
 Johanna Barbati (occupational therapy)
 John S. deCani (statistics and o/r)
 Nancy Gish (English)
 Ellen Prince (linguistics)
 Charles A. Thrall (sociology)
 Susan M. Wachter (finance)
 S. Reid Warren, Jr. (electrical engineering)

(continued)

Admissions/Financial Aid (continued)

Dean's Representatives: F. Wood Fischer (FAS)
 Jean Crockett (Wharton)
 Malinda Murray (nursing)
 Roma Brown (SAMP)
 Raymond Berkowitz (CEAS)

Administration: Curtis L. Barnes, Jr. (publications office)

Graduate-Professional Student: Rhoda E. Daniels (music)

Undergraduate Students: Robert M. Frieden (FAS '77)
 David J. van Hoogstraten (FAS '77)
 Andrew Pearlstein (FAS '77)
 David Levine (FAS '76)

Ex officio: Stanley E. Johnson (dean of admissions and financial aid)
 George S. Koval (director of student financial aid)
 Jeannie Dissette (representing the vice-provost for undergraduate studies and residential life)

Administration: James P. Michalko (Van Pelt Library)
 William J. Murdock (business and financial affairs)

Graduate-Professional Student: James D. Heffner (geology)

Undergraduate Student: Joel B. Weiner (Wharton '78)

Ex officio: Gerald Ritchie (director, University Bookstore)

Disability Board

Chairman: Lloyd W. Daly (classical studies)

Faculty: Julius A. Mackie (surgery)
 Robert L. Mayock (medicine)
 Dan M. McGill (insurance)
 Dorothy A. Meredith (nursing)
 Harry F. Zinsser (medicine)

Secretary: Gerald L. Robinson (executive director, personnel relations)

Laboratory Animal Care

Chairman: Willys K. Silvers (human genetics)

Faculty: Benjamin G. Brackett (obstetrics-gynecology)
 Charles Gallistel (psychology)

Graduate-Professional Student: Yvonne T. Walacavage (vet. med.)

Liaison: Leonard Berwick (associate professor of pathology)
 LeRoy Erickson (director, laboratory animal medicine)
 Stanley N. Wampler (University veterinarian)

Library

Chairman: Roland M. Frye (English)

Faculty: Hennig Cohen (English)
 Peter G. Earle (Romance languages)
 Robert M. Hartwell (history)
 Donald F. Morrison (statistics)
 Jonathan E. Rhoads (surgery)

Administration: Larry Robbins (dir., written commun. Wh)

Graduate-Professional Student: Ronald Fisch (physics)

Undergraduate Student: Edward Ingoldsby (FAS '76)

Ex officio: Richard DeGennaro (director of libraries)

International Services

Mission under study by Committee on Committees.

Safety and Security

Chairman: Joette Clark (nursing)

Faculty: Carl E. Aronson (pharmacology)
 John W. Carr (English)
 Peter J. Freyd (mathematics)

A-1 Staff: John J. Foote (asst. to assoc. provost/academic planning)
 Jayne Rich (safety and security)

A-3 Staff: Mary C. Taenzler (Wharton Evening School)

Graduate-Professional Student: Martha B. O'Connor (chemistry)

Undergraduate Students: Joyce R. Rubin (FAS '77)
 Robert Bogin (FAS '77)
 Wilbur Foster (Wh '78)

Ex officio: Donald J. McAleer (director, physical plant)
 Mary Beermann (director of residential living)
 Donald C. Shultis (director, security and safety)

Student Fulbright Awards

Chairman: Henry Wells (political science)

Faculty: Lawrence F. Bernstein (music)
 Frank P. Bowman (Romance languages)
 David Graves (chemical engineering)
 Norman Oler (mathematics)
 Hidemi Sato (biology)

Ex officio: James B. Yarnall (director, fellowship information)

UNIVERSITY-WIDE COMMITTEES**Personnel Benefits**

Chairman: Daniel Halperin (law)

Faculty: J. David Cummins (insurance)
 Joan deJean (Romance languages)
 Norig Ellison (anesthesia)
 John G. Miller (chemistry)
 Elizabeth M. Schaub (social work)

Administration: James E. Beermann (student financial aid)
 Robert L. MacDonald (Wharton Evening School)
 Francis J. Martin (community medicine)

A-3 Staff: Berniece P. Jordan (marketing)
 John Tanier (dental medicine)

Ex officio: James J. Keller (director, personnel administrative services)
 Gerald L. Robinson (executive director, personnel relations)

Liaison: George B. Peters (associate treasurer)
 John Pyne, Jr. (director, budget administration)

University Committee on Recreation and Intercollegiate Athletics

Chairman: Philip G. Mechanick (psychiatry)

Trustees: Robert P. Levy
 William D. Patterson

Faculty: Tristram P. Coffin (English)
 Anthony J. DiMarino (medicine)
 Milton Merker (astronomy)
 Janette L. Packer (nursing)
 Leonard Rico (management)
 Philip Rieff (sociology)
 Joseph M. Scandura (education)

Alumni: H. Hunter Lott, Jr.
 Mary G. Love

Students: Mitchell Albert (Wh '76)
 Andrzej Kuhl (graduate engineering)
 Robert Lavet (FAS '76)
 One woman undergraduate to be appointed)

Administration: F. A. Geiger (director, recreation & intercoll. athletics)
 Stanley E. Johnson (dean, undergraduate admissions)
 Kim M. Morrison (representing vice-provost for undergraduate studies and residential life)

Ex officio: Ralph D. Amado (chairman, Faculty Senate)
 Martin Meyerson (President)
 Eliot Stellar (Provost)

OPERATING COMMITTEES**Bookstore**

Chairman: Hans G. Borei (biology)

Faculty: Adele A. Rickett (Chinese studies)
 Peter G. Sutherland (physics)
 Paul F. Watson (history of art)
 James D. Woolley (English)

The WXP License

As Almanac went to press, the University was still waiting for delivery of a formal "notice of apparent liability" calling for forfeiture of \$2000 (\$1000 each for two violations of obscenity law in January 1975 broadcasts of the now-discontinued "Vegetable Report" on WXP-FM). The letter is described as containing verbatim transcripts of the two broadcasts and outlining the University's options to pay the \$2000 or enter into litigation. Not determined at this stage is the larger question of renewal of WXP's license. The FCC is scheduled to continue discussion on whether or not to conduct public hearings in connection with the renewal, and if so whether or not the hearings would be limited to questions of station governance or would take up obscenity per se. Meanwhile, WXP is operating on a temporary extension of its broadcast license. Below, Donald T. Sheehan gives a December 8 status report which remains current in view of the fact that the formal notice is still missing and being traced by the U.S. Postal Service. At right begins a series of background documents which were scheduled for publication here in October but were held until settlement of the recent campus strike allowed Almanac to return to full size.

FROM THE SECRETARY OF THE CORPORATION

Acting on informal reports which indicate that the Federal Communications Commission has served notice that two broadcasts of the University's radio station WXP (FM) in January 1975, were in apparent violation of the law, the University's Executive Board of Trustees took the following actions on Monday, December 8, pending receipt of formal notice of the Commission's decision.

1. They directed the officers of the University to consider, with legal counsel, the reported decision of the FCC and to formulate recommendations as to the proper course of action for the University in response to the Commission's decision.

2. The Trustees directed counsel to seek from the FCC an extension of time to file a response until after the January 16-17 meeting of the full board.

In announcing their actions, the Trustees reaffirmed a statement made on their behalf to the FCC on October 8, 1975, as follows:

"The Trustees do not consider programming such as is reflected in the notice of apparent violation to be consistent with the programming policy of any responsible station, particularly a station operating in a university community.

"On October 2, 1975, the Trustees charged their Subcommittee on Electronic Communications Media to do all it deems appropriate to assure that radio station WXP (FM) performs responsibly under the rules and regulations of the Federal Communications Commission and all applicable Federal laws, capably serves the campus community and the people of its service area, and provides interested students with vocational guidance. The Subcommittee has moved to carry out this mission, in cooperation with the President and his staff.

"The Trustees have been advised by the President that effective steps are being taken to insure a radio station that will be a credit to the University. Professor Robert Shayon, a member of the faculty of The Annenberg School of Communications, is serving as faculty advisor. An advisory board will be composed of persons who combine professional experience in communications with awareness of the special quality of the University."

The possibility of employing a professionally qualified station manager to work with the student staff is being explored.

—Donald T. Sheehan

FCC LETTER TO THE CHAIRMAN OF THE TRUSTEES

Further information is requested in connection with a recent Commission investigation into the operation and control of Radio Station WXP(FM), Philadelphia, Pennsylvania, licensed to the Trustees of the University of Pennsylvania.

The Commission inquiry disclosed that the station had repeatedly broadcast material which may have been in violation of Section 1464, Title 18, U.S. Code, which is incorporated by reference into Sections 503(b)(1) (e) and 312(a)(6) of the Communications Act. The investigation also revealed outstanding technical violations resulting from an inspection of the station in April 1974, possible violation of other Commission regulations in the past, and severe internal station policy problems.

Regarding the possible obscene or indecent language previously broadcast by the station, attached is a seven page transcript of representative excerpts taken from tape recordings of material broadcast by the station on January 20 and 27, 1975. It is noted that the Commission received letters dated April 28, May 28, and July 10, 1975, from Curtis R. Reitz, University Counselor, updating the reorganization of the station and attempts by the University Administration to exercise more effective control over programming and other operations. Mr. Reitz indicated that the Trustees have appointed a standing Subcommittee for Electronic Communications Media which will operate under the Trustees' Student Affairs Committee and oversee the development of WXP(FM). Your comment is requested on the following questions:

(a) Do the Trustees consider such programming as reflected on the attached transcript to be consistent with the programming policy of the licensee of the station (which consists of the Trustees)?

(b) What degree of supervision or control, if any, have the Trustees exercised in the past over WXP(FM) to met their legal responsibility as licensee to exercise control over the station and its programming?

(c) Since internal University memoranda and campus newspapers have for some time reflected an increasingly difficult situation regarding control and supervision over programming and other operations, why were no administrative steps (or more effective steps) taken by the Trustees or Administration to remedy the situation prior to the appearance of Commission staff members on the campus in March of this year?

(d) With respect to the newly appointed Subcommittee for Electronic Communications Media, what will be the extent, method, frequency, and mechanics of its oversight of the operations of WXP(FM)?

(e) What is the intention of the Trustees regarding the exercise of control over the operation of the station in the future?

Your comments on each of the matters set forth above is requested within twenty days of the receipt of this letter.

—William B. Ray, Chief
Complaints and Compliance Division, Broadcast Bureau

CHAIRMAN DONALD T. REGAN'S RESPONSE

October 8, 1975

I am submitting herewith on behalf of the Trustees of the University of Pennsylvania the comment requested on the questions contained in your letter to me of July 29, 1975.

(a) The Trustees do not consider programming such as is reflected in the transcript attached to the Commission's letter to be consistent with the programming policy of any responsible station, particularly a station operating in a university community. The Trustees are confident that the transcript is an aberration, resulting from the thoughtlessness and brash actions of a few unrepresentative persons.

(b) The Trustees of the University, as the governing body, are the ultimate legal authority for all decisions affecting the University. The magnitude of that responsibility is suggested by the size of this private University's annual operating budget (\$271,000,000), the number of its schools (14), students (ca. 20,000) and employees (ca. 16,000) and by the fact that the University operates two major hospitals. In carrying out their responsibilities, the Trustees must rely to a great extent on the University Administration and in particular on the President, who is the chief executive officer of the University and responsible to the Trustees for its operation and management. The President serves at the will of the Trustees; he defines the duties of all staff not prescribed by the Trustees,

and he may delegate to any of his officers his executive powers. The President is himself a Trustee *ex officio*.

In carrying out their responsibility as licensee of WXP(N)FM to exercise control over the station and its programming, the Trustees have in the past relied on the normal processes of University governance. The authority to operate the station has been delegated to the President. That authority has been delegated through the Dean of Students to a student activity recognized by the Student Activities Council. The Council is assisted, and the funds for activities recognized by it are disbursed, by the Director of Student Activities, who in the past reported directly to the Dean of Students.

In light of the fact that WXP(N)FM operated creditably for many years, the Trustees had no reason to believe that the system of delegation outlined above was inadequate. Moreover, the University regarded this structure as consistent with general University policy in the area of student activities. To the extent that problems developed at the station which could not be resolved satisfactorily by the station management or the Student Activities Council, there were available continuing administrative oversight by the Director of Student Activities, with reporting channels to the Dean of Students and the President, and the established University judicial system. As in all areas, the President had responsibility for bringing to the attention of the Trustees matters concerning WXP(N)FM which required their action or approval.

(c) Prior to 1975, the University's posture with respect to WXP(N)FM was to employ the normal governance system for the incidents that arose. Because the success and generally favorable reputation of the station were due to the student component, the University Administration made every effort to keep responsibility for corrective action in established channels, including the principal organs of student governance: the Student Activities Council and the Undergraduate Assembly, together with the University Judiciary.

To some considerable extent, resort to the established mechanisms of University governance was successful. The observed violations of technical or engineering prescriptions were corrected by student action, and the station has had no recurrence of difficulties in this sphere of its activities. There were sporadic episodes of airing materials deemed objectionable, but these were a small part of the broadcast output and were evidently the result of thoughtless action by a few student staff members. Moreover, during this time, the boundaries of legal prohibition of broadcast materials were uncertain. Charges of alleged misconduct were referred in April, 1974, to the judiciary system, which is a part of the internal governance system. Other administrative actions are detailed in the letter from Curtis R. Reitz to you last April 28, a copy of which is attached. (Attachment A) Until the end of 1974, the actions taken, although by hindsight possibly not as expeditious as they might have been, represented a sincere attempt to satisfy the licensee's responsibilities within the context of established University procedures.

Commencing in January, 1975, and prior to the appearance of Commission staff members on our campus, the University has exercised stricter control of WXP(N)FM. The Trustees were informed of the nature of the problem and the Administration's steps to deal with it in February. The situation was stabilized in January and has continued to be in hand since that time. Actions since January have proceeded toward the goal of an improved structure for the station's governance. The President's directives early in March followed judicial determination of the invalidity of the student staff's constitution. With the constitution declared invalid, a substitute channel of governance was required. However, effective administrative oversight was already in progress prior to that time and has continued to date.

The President's *ad hoc* committee, the organization and some of the recommendations of which have been described in letters to the Commission from Curtis R. Reitz dated April 28, 1975, and May 28, 1975, held a total of eight meetings. On October 2, 1975, the *ad hoc* committee transmitted its second report to the President. A copy of that report is attached. (Attachment B)

(d) The Subcommittee for Electronic Communications Media will be the principal arm of the Trustees in carrying out their responsibilities as the licensee of WXP(N)FM. On October 2, 1975, the Trustees in a Stated Meeting adopted the following Resolution:

Resolved that the Electronic Communications Media Subcommittee be and is hereby authorized to do all it deems appropriate to assure that radio station WXP(N)FM, which is licensed to the Trustees, performs responsibly under the rules and regulations of the Federal Communications Commission and all applicable federal and state laws; capably serves the campus community and the people of its service area; and, where possible, provides interested students with vocational guidance.

The Subcommittee for Electronic Communications Media has approved, on the basis of the recommendation of the President's *ad hoc* committee (see Attachment B), establishment of a Board of Overseers for WXP(N)FM. It is hoped that the Board of Overseers will be composed predominantly of senior, distinguished men and women with broad experience in the communications field. Members of the University community with competence to advise on radio station matters will also serve on the Board of Overseers. The principal mission of the Board of Overseers is to formulate guidelines on programming, engineering, staffing, financing, and future development of WXP(N)FM. The Board of Overseers, working in close collaboration with the Subcommittee for Electronic Communications Media, will be instrumental in setting performance standards for the station so that it fully meets the responsibility to serve the interests of the public within its listening area. The Board of Overseers will also be a primary resource to the working staff of the station to assist them in attaining the standards adopted by the Trustees.

The Subcommittee for Electronic Communications Media has also approved an organizational structure, as recommended by the President's *ad hoc* committee, whereby the radio station will have a Faculty Advisor with competence and interest in communications. The Faculty Advisor, located on campus, will be a ready resource to the officers and staff of the station. The Faculty Advisor may also be the focus of scholarly studies and evaluations, useful to the station, to be conducted by graduate students in the Annenberg School of Communications, the Moore School of Electrical Engineering, the Law School, the Wharton School, etc.

The Trustees are pleased to report that Robert L. Shayon, Professor of Communications, has agreed to serve as Faculty Advisor for WXP(N)FM. A copy of Professor Shayon's biographical entry in *Who's Who in America* (1972-1973 ed.) is enclosed as Attachment C.

The working staff of the radio station will continue to be drawn from the student population. Clear and direct lines of accountability have been established from the Trustees to the student staff. All officers of the station will serve on confirmation of their selection by the Trustees' Subcommittee for Electronic Communications Media.

Specifically the Trustees' Subcommittee intends to perform its responsibilities in the following manner:

1. At least bi-monthly a member of the Subcommittee to be designated by the Chairperson shall meet with the Chairperson of the Board of Overseers or his or her delegate, the Faculty Advisor, Station Manager and the Chief Engineer for Station WXP(N)FM to discuss present and proposed operations, including programming, technical matters, budgetary considerations, and staffing. The Subcommittee member shall prepare a written report of the meeting for distribution to other members of the Subcommittee.

2. At least twice a year, the full Subcommittee shall meet with the Chairperson of the Board of Overseers or his or her delegate, the Faculty Advisor, Station Manager and Chief Engineer of WXP(N)FM for the purpose of discussing all facets of Station operations.

3. The Faculty Advisor shall be afforded the opportunity at any time, with the consent of the President of the University, to confer directly with the Chairperson of the Trustees' Subcommittee.

4. Joint meetings of the Board of Overseers and the Trustee's Subcommittee shall be held when appropriate.

5. All station applications, correspondence, or other communications with the FCC shall be reviewed by the Chairperson of the Subcommittee or his or her delegate.

(e) The Trustees believe that the structure for the governance of WXP(N)FM which has been put into place will be fully adequate to permit their exercise of control over the operations of the station in the future. It is the firm intention of the Trustees that the structure shall achieve its purpose.

—Donald T. Regan, Chairman
Trustees of the University of Pennsylvania

ATTACHMENT A

[Not published here, but available for inspection at the Office of the Secretary, 112 College Hall. The lengthy attachment includes a letter from Curtis Reitz to the FCC outlining warnings and actions taken since 1973 by administrators, the Student Activities Council and University Judiciary Court (including warning letters, removal of the "Vegetable Report" from the air, temporary suspension of four students from station participation,

and placement of the station under the direct authority of Student Activities Director Andrew J. Condon (*Almanac* March 18, 1975)) plus response of the station personnel to these actions.—Ed.]

ATTACHMENT B

REPORT OF THE AD HOC COMMITTEE

October 2, 1975

The *ad hoc* committee to advise on the future of WXPB has completed its basic review and respectfully submits the following report and recommendations.

Last May 19, the *ad hoc* committee recommended that the Trustees establish a committee or subcommittee charged with responsibility to assist the Trustees to carry out their functions as licensees for WXPB-FM. The *ad hoc* committee is gratified with the prompt action of the Trustees to set up the Subcommittee on Electronic Communications Media. With Morton Wilner, Esquire, as chairman of that body and also a member of the *ad hoc* committee, liaison between the two groups has been facilitated.

The *ad hoc* committee views the Trustees Subcommittee as the first step in a new organizational pattern that the committee hopes and believes will lead to making WXPB-FM an ever improving asset not only to the University community but to the whole community area served by the station. There are three other elements in our recommended structure.

I. Professional Guidance

The Trustees should authorize establishment of a professional advisory group to work with the Trustees Subcommittee. Although we are fortunate in now having on the Trustees some members knowledgeable in radio communications, it is vital to the station that excellent professional guidance be available on a continuing basis. The University has similar bodies for Schools and Colleges that are called Boards of Overseers. Some members of the *ad hoc* committee would prefer the different nomenclature, Board of Advisors.

The principal function of the Board of Overseers, if that should be the designation employed, would be to aid the Trustees and the staff in formulating general policies on programming, engineering, staffing, financing, and future development of the station. These general policies, approved by the Trustees Subcommittee, would be the guidelines within which the station would be operated.

The *ad hoc* committee envisions the Board of Overseers as composed of persons who have the vision to set appropriate goals for this University to attain in FM broadcasting and who have broad practical experience in communications to be able to guide and assist in the efforts needed to achieve excellence.

The overall size of the Board of Overseers should be determined by the Trustees Subcommittee. A strong majority should be professionals, knowledgeable and experienced in management of radio or television and sensitive to the special qualities of a university educational FM radio station. For the most part these will be men and women not from within the University. Alumni, with prior experience at WXPB, and still involved in radio or television should be given special consideration. To provide for University perspective within the Board, the *ad hoc* committee recommends inclusion of members from the faculty, student body, and administrative staff. On a Board of nine members, for example, six professionals and three University members would seem appropriate.

II. Human Resources

The University should provide for the necessary human resources and skills necessary to achieve the goals set forth by the Trustees.

A primary resource is the working staff, which has been and ought to continue to be drawn from the undergraduate student body. The large and diverse undergraduate community can normally provide the range of talents and skills to carry out staff functions.

The human resources needs of the station cannot be met by students alone. The *ad hoc* committee recommends that there be a faculty advisor and a student activities office staff member with appropriate responsibilities for the radio station's operation.

The faculty advisor should be a faculty member with acknowledged competence and interest in radio communications. He or she should be the faculty member of the Board of Overseers. In addition, the faculty member might well be the focus for supervising or encouraging scholarly studies and

evaluations, useful to the station, by students in the Annenberg School of Communications, the Law School, the Moore School, the Wharton School, or other schools.

Continuation of staff responsibility within the student affairs office is also recommended. A designated officer should be charged with authority and responsibility for observance of the general guidelines of the station. Any enterprise staffed at the working level by undergraduate students will benefit from such administrative oversight. The recent history of WXPB demonstrates the importance of having a staff member charged with special responsibility for WXPB affairs.

The student affairs officer and the faculty advisor have complementary roles, and obviously they should work in close cooperation with each other. It is not clear that a formal relationship is required. If such a need should emerge, the office of Vice-Provost for Undergraduate Studies and University Life may provide a suitable solution.

III. Organization of Working Staff

The *ad hoc* committee recommends that the working staff of WXPB be organized in accordance with a few fundamental principles. The Board of Overseers, if established, and the Trustees Subcommittee may put forward additional or different norms. The *ad hoc* committee's recommendations deal mainly with principles of effectiveness and accountability for the functioning of the staff.

The *ad hoc* committee finds it important to have a single officer, presumably the station manager, who can represent the staff in communications with the Trustees Subcommittee, the Board of Overseers, the faculty advisor and the student affairs staff member. He or she should be a liaison representative to the Board of Overseers. This officer must be able to speak authoritatively to and for the staff. A weakness in prior staff organization was the absence of a person who had this function. Good policy, not to say the law, requires an organizational structure with a clear chain from the Trustees to the working staff. A key link in that chain is the station manager.

The staff at the station through the station manager must be accountable to the Trustees, through the student affairs officer, the Board of Overseers and the Trustees Subcommittee. Such accountability should be an express part of any staff charter or constitution.

Programming preferences and recommendations of the working staff should be given considerable weight in the establishment of the general policy guidelines for the station. Liaison representation status for the station manager on the Board of Overseers will aid in accomplishing this purpose. The Board of Overseers will necessarily be concerned with a programming policy that satisfies the external legal requirements of serving the public interest as well as the inherent University aspiration to achieve excellence in educational non-commercial broadcasting.

A workable governance system must be employed to select station officers who can work effectively with each other and who can lead the station to implementation of the guidelines of the Trustees. A governance system that divides the staff into competing or even antagonistic departments would be dysfunctional. Selections of new officers should be presented to the Trustees Subcommittee for confirmation.

Apart from these few necessary limitations, the student staff should have latitude to decide from time to time on the preferred governance system. The *ad hoc* committee has reviewed a proposed intra-staff constitution presented for discussion by representatives of the current staff. The *ad hoc* committee has made suggestions and comments. A final proposal from the staff should be reviewed by this *ad hoc* committee for consonance with the principles outlined above.

* * *

The *ad hoc* committee recommends that this report be made available to the campus media.

—Curtis R. Reitz, Chairman

Note 1: Mr. Wilner, Professor Shayon and Mr. Adams were absent from the final meeting in which this report was considered and approved.

Note 2: Robert Frieden, substituting for Charles Cogliandro, submitted a separate statement which is attached [to the report as forwarded to Mr. Meyerson. Mr. Frieden's position is stated in shorter form in The Daily Pennsylvanian December 9, 1975.]

ATTACHMENT C

[Professor Shayon's listing in *Who's Who in America*, 1972-73. For a more up-to-date *curriculum vitae* see the 1974-75 edition, page 2796.—Ed.]

Changes in Copying

During the past year, an extensive experimental program was conducted in College Hall and the Franklin Building to help determine appropriate ways of reducing the University's copying and duplicating expenses—which now exceed \$1 million annually. The results of the experiment were so significant that it has been decided to expand the concept to include the entire campus, according to a new joint memorandum from the Provost and the Senior Vice-President for Management.

The memo outlines a phased plan (December through February) to switch from lease of equipment by separate cost centers to purchase of equipment on an all-University basis. A new Copying and Duplicating Service (CDS) reporting to Vice-President for Operations Services Fred Shabel via Publications Director Curtis Barnes, will manage the University-wide system. Four kinds of services are to be offered, according to the December 1 memorandum:

1. *Major Regional Centers* - for long run duplicating and special services such as binding, punching, extensive collating, etc. such as is currently offered in Wharton Duplicating, the Houston Hall Copy Center, and the Moore School Copy Center, etc.
2. *Major Building Centers* - serving all offices within a specific location, such as the Annenberg School/Center, Veterinary School, Franklin Building, College Hall, etc. It is expected that these sub-centers will provide medium volume service to building residents, and that larger, longer-run work will go to the regional centers.
3. *Building Sub-Centers* - where several adjacent offices with similar types of copying requirements will jointly share a common item of equipment, with all costs (rental, service and supplies) being shared equitably among all users, based on monthly credit card or Auditron-type meter readings. Individual enterprise arrangements, where one office contracts for equipment and then makes a "profit" by selling services to other users at higher than cost, will be discontinued.
4. *Individual Office Installations* - Only in exceptional cases will approval be given for an individual office to have a copier for its exclusive use. In cases where exceptional need can be demonstrated due to such circumstances as confidentiality of information, or regular use during other than normal working hours, only low volume-low speed equipment will be approved for installation. Options to purchase this type of equipment out of the individual office's operating budget will be considered as part of the process of demonstrating need.

The memorandum also describes the phasing-in process:

Due to the size of the campus, and the number of copying and duplicating devices currently installed (134), full implementation of the new CDS program is scheduled to take place on a phased basis between December 1 and February 28, 1976. Since highest priority will of necessity be given to the establishment of the regional and major building centers during this period, it is expected that all other offices

will continue to use in-place equipment without substantial change in procedures until those installations are reviewed by the Committee. The only immediate changes required of all users will be the need to execute new purchase order forms requesting copying duplicating service from CDS. Monthly billings will then be received from CDS as journal entries, rather than directly from the equipment manufacturers.

CDS will assume responsibility for long-term lease or purchase contracts now held by separate cost centers. CDS is also expected to provide supplies, work-study messenger service during peak hours, and staffing for centers to control work-flow; it will develop a pricing system by March 1 to distribute cost within "zones" of the major copy centers. In general, the memo said, costs will be the same or less for the majority of users.

KEESEY MEMORIAL FUND

A memorial fund has been established in honor of *Laura F. Keesey*, former supervisor of obstetrics at University Hospital. Enrolling as a student in HUP's School of Nursing in 1910, Miss Keesey continued her association with the Hospital until her retirement in 1971. Donations can be made in care of the Department of Nursing Service, HUP, B-7.

DEATHS

Dr. Richard H. Chamberlain (December 4 at 60), professor of radiology who had served on Penn's Medical School faculty for 29 years. Department chairman and chief of radiology at University Hospital from 1961 until this year, he had been a pioneer in the use of radionuclides and was closely involved in the development of improved techniques, new equipment and units of measurement for both diagnostic and therapeutic radiology. Dr. Chamberlain participated in numerous national and international organizations charged with establishing safety standards for radiation, including the American Cancer Society, the Atomic Energy Commission, the United Nations Scientific Committee on the Effects of Atomic Radiation and the World Health Organization's Expert Advisory Panel on Radiation. An alumnus of Centre College (Danville, Ky.) and of the University of Louisville School of Medicine, he was the recipient of gold medals from the American College of Radiology, the Radiological Society of North America and the University of Lund in Sweden.

Arthur D. Maxwell (December 6 at 77), associate professor emeritus of accounting who had been a member of the Wharton faculty for 46 years until his retirement in 1970. A certified public accountant, the Wharton alumnus was the author of one text in his field and co-author of four others. The former treasurer of the Pennsylvania Institute of Certified Public Accountants had also served two three-year terms on the board of governors of the Institute of Internal Auditors. He is survived by his wife, Miriam Fowden Maxwell, and two sons.

John C. McGrath (November 19 at 64), who joined the University staff as an assistant comptroller in 1950.

Dr. Joseph B. Sarnier (October 1 at 60), an associate in surgery who had been a faculty member of the Medical School for 28 years. An associate surgeon at Pennsylvania Hospital since 1966, he received that hospital's Dr. Orville C. King Award last year for outstanding contributions to surgical education. The Penn alumnus was also senior attending proctologist emeritus of the Daroff Division of Albert Einstein Medical Center and a fellow of the Pennsylvania Society of Rectal and Colon Surgeons and of the College of Physicians of Philadelphia.

Susan Speeth (October 23 at 37), who joined the staff this fall as an electron microscope technician in the biology department.

John Tonkin (September 9 at 88), grounds superintendent of the Morris Arboretum for twenty-five years until his retirement in 1957.

Sarah M. Ward (October 31 at 69), a housecleaner here until her retirement in 1971.

CHANGE IN HOUSEKEEPING HOURS

Effective Monday, December 8, the new schedule for housekeeping in all buildings is 4:00 p.m. to 12:30 a.m. for 8-hour employees and 6:00 p.m. to 12:00 midnight for 6-hour employees.

The following personnel can be contacted for information regarding shift changes:

Charles Sampey, Manager of Housekeeping, Ext. 7204
Carl Rausch, Assistant Manager of Housekeeping, Ext. 8678 or 8679

James Edwards, Superintendent of Housekeeping, Ext. 8678 or 8679.

—Donald J. McAleer, Director, Physical Plant

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)

ASSISTANT TO THE CHAIRMAN to administer budget preparation and planning, personnel matters and student affairs for large department in chairman's absence; deal with administration, faculty, students and public. *Qualifications:* B.A.; office administration experience; ability to supervise people; knowledge of general office procedures. \$9,275-\$11,450.

ASSISTANT VICE-PRESIDENT FOR HEALTH AFFAIRS responsible for delegated financial and administrative matters of the Division, to supervise business administrators of five health schools in management and fiscal matters; coordinate office budgetary and accounting functions; act in consultative or support capacity to health school deans; serve on Budget Committee as non-voting member. *Qualifications:* College degree in business administration; graduate degree preferred; ten years'

The Comptroller has issued the following bulletin outlining new procedures.

AUTHORIZATION FOR C-FORMS

To assure accuracy in accepting and recognizing proper authorization signatures on all C-Forms, we are requesting all University employees authorized to approve forms and/or pick up cash to have their present employee identification card embossed immediately by the Accounts Payable Department on the third floor of the Franklin Building. *Authorization for embossing of employees' cards must be requested of the Comptroller in writing by a dean in the case of accounts that are a part of a Responsibility Center or by the appropriate vice-president for all accounts that are a part of an indirect cost center.* We have prepared a form for designating who may approve C-Forms and who may pick up cash at the Accounts Payable window). *C-Forms forwarded without the embossing identification will not be honored after January 1, 1976.* The use of the existing employee identification card with an embossing of the employees' name and a code listing of his authority will be relied upon as authentic as compared to the present manual signature. All Accounts Payable C-Forms must first be approved with the imprint and signature of the budget administrator or designated person(s). The imprint and signature (if applicable) of the payee will be necessary at the counter or before acceptance by Accounts Payable Department if mailed.

Imprinters will be distributed to schools and departments as requested in writing by deans or vice-presidents. The imprinter should be housed with the business administrator or chief clerk. Cost of replacing the imprinter will be the department or school's responsibility. The Accounts Payable Department must be contacted regarding any necessary repairs of the imprinters.

We feel this additional control step for processing documents for cash payments seems a small price to pay for the necessary improvement in the security of the cash disbursement system. I shall appreciate your bringing this information to the attention of your colleagues. Personnel designated as appropriate 'users' of the Accounts Payable system should contact Joseph P. Burke (Ext. 7263) for information and assistance.

—J. Jerrold Jackson, Comptroller

progressively responsible experience in business, industrial or institutional administration, three in a management capacity. *Salary to be determined.*

CONTRACT ADMINISTRATOR II to process applications and proposals to assigned U.S. Government agencies, the Commonwealth of Pennsylvania, foundations and industrial firms; negotiate grant or contract terms; act as liaison with sponsors and faculty members; supervise business administrators or managers. *Qualifications:* Bachelors degree in business administration; three years' responsible contract experience. \$12,300-\$15,325.

JUNIOR RESEARCH SPECIALIST to isolate and characterize proteases and protease inhibitors from malignant and normal tissues; perform enzymatic and immunochemical assays. *Qualifications:* Masters degree in biochemistry or chemistry; two years' laboratory experience; experience with protein chemistry, assays, cell culture and tumors. \$8,075-\$10,050.

JUNIOR RESEARCH SPECIALIST to use high-speed centrifuges, all standard spectrophotometric techniques, and chromatographic and electrophoretic procedures in carrying out experiments designed by lab chief. *Qualifications:* B.S.; lab experience in the above techniques. \$8,075-\$10,050.

SYSTEMS ANALYST responsible for successful operation of production computer systems, to program, test, and debug; develop operating procedures; document programming; assist in analysis and design; administer, maintain and update programs or systems as assigned. *Qualifications:* B.A.; experience with Digital Equipment Corporation 10 computer; statistics and health-oriented registries experience desirable. \$12,300-\$15,325.

SUPPORT STAFF (A-3)

ANIMAL LABORATORY TECHNICIAN, 3-11 p.m., for routine work involving the care and maintenance of lab animals: cleaning, feeding and general housekeeping duties. *Qualifications:* Graduation from elementary school, some high school desirable; one years' experience preferred; physical ability to move about actively and lift animals. *Union scale.*

COMPUTER TERMINAL OPERATOR (12/9/75).

MEDICAL SECRETARY (10/7/75).

PRACTICAL NURSE, 40 hours/week, to assist doctors with pelvic examinations; do hemocrits; give injections; take vital signs; do gravidenex; perform routine urinalysis; prepare and sterilize instruments; assist doctors with amniosynthesis. *Qualifications:* Practical nursing license; nursing experience, preferably clinical. \$6,200-\$7,275.

RESEARCH BIBLIOGRAPHER II (10/7/75).

RESEARCH LABORATORY TECHNICIAN II (12/9/75).

RESEARCH LABORATORY TECHNICIAN III to prepare enzymes and proteins from rabbit muscle; operate spectrophotometers of all kinds and high-speed centrifuges; perform enzyme assays; work with radioisotopes, gel electrophoresis, column chromatography; administer lab. *Qualifications:* Bachelors degree; experience in above techniques. \$7,900-\$9,450.

RESEARCH LABORATORY TECHNICIAN III (2) (11/25/75): animal research; red blood cell membrane structure.

RESEARCH MACHINIST I (2) (9/2/75; 11/18/75).

SECRETARY II (5); III (2); IV (11/18/75).

SENIOR ACCOUNTING CLERK (9/2/75).

SENIOR COLLECTION ASSISTANT (11/25/75).

TECHNICAL TYPIST (12/2/75).

TYPIST II to answer phones on 10-button system; do light typing; organize office. *Qualifications:* Some experience in using large phone system; typing ability, familiarity with office procedures.

HOURLY RATE (A-4)

Hourly rate is negotiable on the basis of qualifications.

ASSISTANT TO DIRECTOR (12/2/75).

RESEARCH BIBLIOGRAPHER II, 9-month position, to search for and process economic data dealing with prices, incomes and trade flows;

manipulate data including measures of dispersion and correlation; use canned computer programs. *Qualifications:* College degree in economics with some work in math and statistics; some knowledge of computers.

RESEARCH LABORATORY TECHNICIAN II, flexible hours including nights and weekends, for thick and thin sectioning of small nerve samples and preparation of tissue for regular and electron microscopes. *Qualifications:* College degree; experience in microtomy.

RESEARCH LABORATORY TECHNICIAN III, 20-30 hours/week (12/9/75).

SECRETARY I (2), 20 hours/week (12/9/75; 10/14/75).

SECRETARY II, 6 months (12/9/75); **III**, 15 hours/week (11/25/75).

TYPIST II, 7 month position, to type, answer phones, Xerox and duplicate, greet people and answer inquiries.

SHORT HOURS DURING THE HOLIDAYS

The annual holiday exodus prompts many University facilities to shorten their hours. To spare yourself the frustration of a futile last-minute dash to the Bookstore or library, please check the winter break schedules below. Regular hours resume January 26 unless otherwise noted.

Bookstore: regular hours until Christmas Eve when the shop closes at 3 p.m., opening again Dec. 29-30, 10 a.m.-5 p.m.; Dec. 31, 10 a.m.-3 p.m., opening again January 5-9, 9:30 a.m.-5 p.m.; Jan. 10, 10 a.m.-5 p.m. Regular hours resume Jan. 12.

Campus Bus: service stops Dec. 20 and resumes Jan. 4 under the two-route, one-bus "strike schedule" which may be retained after Jan. 26. Watch the C.A. bulletin board for an update.

Dining Service: all facilities close Dec. 19-Jan. 25 except Stouffer where lunch only will be served Dec. 22-24, 11:30 a.m.-1:30 p.m. Stouffer resumes service Jan. 5-23: breakfast, 8-9 a.m.; lunch, 11:30 a.m.-2 p.m.; dinner, 5-6 p.m.

Faculty Club: closed Dec. 24-Jan. 4. Service resumes Jan. 5.

Language Lab: Dec. 19, 8 a.m.-5 p.m.; Dec. 20-21, closed; Dec. 22-23, 9 a.m.-5 p.m.; Dec. 24-Jan. 4, closed; Jan. 5-25, 9 a.m.-5 p.m. weekdays, closed weekends. Additional hours during holiday break can be arranged by calling Mrs. Lidia Messmer, Ext. 4947.

Van Pelt Library: Dec. 19, 8:45 a.m.-5 p.m.; Dec. 20-21, closed; Dec. 22-24, 9 a.m.-5 p.m.; closed through Dec. 28; Dec. 29-31, 9 a.m.-5 p.m.; closed through Jan. 4; Jan. 5-25, 9 a.m.-5 p.m. weekdays, closed weekends. **Rosengarten Reserve:** closed Dec. 20-Jan. 25.

Purchasing Department: closed Dec. 25-Jan. 1. To commit funds before the end of the calendar year, submit requisitions by December 22.

Recreation: all buildings closed Dec. 19, 9 p.m. Hutchinson opens Jan. 5-25, noon-9 p.m. weekdays, noon-5 p.m. weekends.

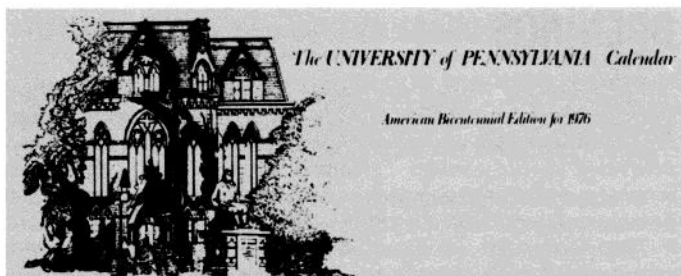
A GIFT TO YOURSELF

This holiday season, give a gift to someone very important: yourself. HUP's Department of Psychiatry and its Center for Behavioral Medicine offer programs that will help you to improve your health and your self-esteem.

The Center for Behavioral Medicine's programs use behavior modification methods with either groups or individuals to teach self-control. Group programs deal with *smoking, drinking, and assertive training* (the only such program in the city for both women and men). To arrange for the required screening interview, call 227-3503 from University phones.

The Department of Psychiatry combines behavior therapy with medication to treat *hypertension*. To be eligible, you must have a blood pressure of 140/90 or above and undamaged heart and kidneys; be younger than 55; and not be taking anti-hypertensive medication. For information: Eileen Bliss, 207 Piersol, 227-2831 or -2822 from University phones.

HUP also offers sizable benefits to members of the *Blood Donor Club*: blood when needed for you and your spouse, children, parents and parents-in-law—or if you have no such relatives, for any two people of your choice. All that is required is a blood donation, either at Vance Hall, January 27 from 11 a.m. to 6:30 p.m., or at McClelland Hall (in the Quad), January 29, 2-7:30 p.m., or on other days by appointment at HUP's donor station, Ground Floor, Gates Pavilion (call Mrs. Chiaretti, 8 a.m.-4 p.m., 227-3441 from University phones).



The UNIVERSITY of PENNSYLVANIA Calendar

American Bicentennial Edition for 1976

The new Penn Bicentennial Calendar is not only a calendar, but a guide to city and campus events of the Bicentennial. It is also a four-color album of University life that leaves room for writing in one's own daily chores and celebrations.

Students produced the 18" x 25" calendar for Penn Student Agencies, an entrepreneurial arm of the Financial Aid Office.

They will be taking orders at \$3.95 through December 22, for copies to be picked up at 201 Logan Hall, or sent to campus offices. For an extra 50¢, they will mail to a colleague or friend with a card from the giver enclosed. To place a phone order or ask about wholesale quantity prices, call Ext. 6815, 6816 or 5108. Or mail orders (*immediately*) to Penn Student Agencies, 210 Logan Hall.

BICENTENNIAL

As Penn's bicentennial celebration moves into full swing, the modest (or procrastinating) are urged to stand up and be counted—by January 15. Bicentennial coordinator Fran Harriman needs a complete inventory of Penn's bicentennial events to begin production of brochures and other publicity materials next month. Especially important is the monthly calendar of campus bicentennial events; it will be used to publicize Penn activities to such local and national organizations as Philadelphia '76 Inc. To report an event: Fran Harriman, Bicentennial Coordinator, 3533 Locust Walk, Ext. 4712 or 5452.

A glance at the tentative bicentennial schedule shows that faculty and staff can look forward to *Rip Van Winkle* in February, *China Week* in May and an exhibit of *early American quilts* next August. In the meantime, these bicentennial events launch 1976:

January 7-10: The *Society for Historical Archaeology and the International Conference on Underwater Archaeology* hold their annual round of workshops, symposia and lectures at the Museum. Topics range from *Philadelphia as Cultural Artifact* to *Reconstructing the Social System* or *The Study of Glass*. The public is invited to the illustrated lecture series *Of Guns and Gold: An Underwater Quest for History* by Peter Marsden, nautical architect, London; Colin Martin, University of St. Andrews, Scotland; and Robert Marx, marine archaeologist, Florida; January 10, 7:30 p.m. in Harrison Auditorium (\$5). Registration is held January 7, 9-10 a.m.; fees: \$5 for faculty (not including the Saturday night lecture); no charge for students. A detailed program is available this week at the Museum, the Faculty Club or Van Pelt Library.

January 10-31: *Latvian Painting and Sculpture*, an exhibit of works by Anna Hagen and John Annus, is displayed in the Museum's Sharpe Gallery. Sponsors: Bicentennial Committee of the Philadelphia Society of Free Letts and the Museum's National Cultures Center.

January 12-February 27: *Memorabilia of Joseph Wharton* are exhibited in Van Pelt Library.

A-3 FACULTY CLUB MEMBERSHIPS

The Faculty Club Board of Governors has announced that A-3 staff members formerly eligible for Club membership after seven years' employment are now eligible on completion of three years. Applications for membership are available at the receptionist's desk in the Club, 36th and Walnut Streets, or may be requested by phone from Ext. 4618.

ALMANAC: 515 Franklin Building (16) Ext. 5274

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