

Almanac

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SEARCH FOR A NEW OMBUDSMAN

The President, Provost and the Vice-President for Management of the University are soliciting nominations for the position of the University Ombudsman for a term beginning July 1, 1976, when the current Ombudsman, James O. Freedman, leaves office. (The Danish term "Ombudsman" is neutral by definition, and the position can be held by either a man or a woman.) The office was created in 1970 following a recommendation of the Task Force on University Governance.

The Ombudsman's primary function is to help safeguard individual rights by increasing the responsiveness of the institution to the needs of its members. He or she acts as a sounding board for grievances and as an impartial arbiter of serious conflicts between the individual and the institution. The Ombudsman is accessible to all members of the University community but is independent of any segment of that community. He or she supplements but does not replace any existing grievance mechanisms or modes of redress although the office may recommend changes in existing rules and practices. In specific instances, after examining complaints from members of the University community, the Ombudsman attempts to secure either a satisfactory explanation or expeditious redress. In addition, the Ombudsman promotes better channels of communication within the University by acting as a clearing house for requests for information which are then referred to the appropriate individual or agency.

Traditionally, the power of the Ombudsman does not lie in the areas of prosecution or coercion. Rather, the prestige of the office lies in its efforts to solve problems after reasonable investigation and in its accessibility to any individual with a complaint. In order to function effectively, the office must have access to all sources of information, must be furnished with means for publicity of its actions when necessary, and must expect that the community not only understands its independent function but also accepts its role. In turn, the community can expect that the Ombudsman will enjoy an advance reputation for efficiency, integrity, and impartiality with all segments of the University.

Certain qualities of the Ombudsman are of utmost significance to the success of the office. He or she must:

- a. be familiar with the governance of the University.
- b. be skillful, tactful and discreet in all matters which come to the attention of the office.
- c. have the capacity to be impartial until a thorough investigation of the complaint has been made.
- d. possess independence.

During the past five years, the Office of the Ombudsman has dealt with more than 1,000 complaints concerning housing, grading, tenure, discrimination, payroll, fees and benefits as well as other problems and issues.

As in the past, the Ombudsman will be selected by the President from among the nominations received from the University community after consultations with faculty, staff and students. Nominations should be submitted in writing to the President by Tuesday, February 24, 1976.

Martin Meyerson

Eliot Stellar

Paul Gaddis

BUDGET: CUTTING DEEPER FOR 1976-77

Chief among what Trustee Henry Chance called the "increasing problems" of the 1976-77 budget now in preparation is a projected rise in uncontrollable costs (utilities, interest, insurance, etc.) of more than 10%. Executive Director of Budget Jon Strauss said last week. The Budget Committee is working with projections of a \$310 increase in undergraduate tuition and cuts of 3 to 4 percent in overall budgets to offset increases in costs.

Rising expenses have outstripped gains in unrestricted funds despite Penn's new highs in gift receipts from private, corporate and foundation sources, Executive Assistant to the President D. Bruce Johnstone said, and some centers appear to be headed for overruns in their 1975-76 expenses.

At the Trustees' January meeting, President Martin Meyerson pointed out that funds of the Program for the Eighties, now coming in on target with over \$57 million reported in pledges and gifts (mostly restricted), cannot be expected to make a direct impact on the budget until at least three years into the campaign.

COUNCIL FEBRUARY 11: CLASS SIZE, LIBRARIES

At its 4 p.m. meeting February 11, Council will take up questions of class size stemming from an Undergraduate Assembly proposal that the entering freshman class be kept constant at 1850 to protect quality. Guest discussants will be Vice-Provost Patricia McFate, Admissions Dean Stanley Johnson, Undergraduate Admissions and Financial Aid Committee Chairman Roger Walmsley, Ad Hoc Subcommittee Chairman David Levine, and Undergraduate Assembly's Michael Hanlon.

Also on the agenda is a report on the libraries by Director Richard DeGennaro, originally scheduled last term.

For the Steering Committee, Chairman Ralph Amado will report on an interim role in reallocation review to be taken by the Committee while Senate's Committee on Administration restudies some proposals made earlier to the President and the Provost.

A FOUNDATION FOR THE HOSPITAL

Harold Cramer, Esq., chairman of the Initial Board of Directors of Graduate Hospital, has been named president of a new Graduate Hospital Foundation created to acquire capital gifts for ongoing renovation and equipment purchases; endowment for programs of patient care, research and education; annual giving, memorial gifts, bequests and the like.

Use of the foundation mechanism is rare for hospitals, Mr. Cramer said, but the Board chose it as a way to assure contributors their gifts will be used as designated.

Initial Board member Paul R. Kern, national field sales manager for Rorer-Amchem, Inc., will have major responsibility for the Foundation. Its other members are George A. Scott, also of the Board and of the Coalition to Save the Hospital; and Dr. Henry J. Tumen of the Hospital's medical staff.

COUNCIL

To Serve on a Penn Committee

To the University Faculty and Staff:

Each spring the Committee on Committees has the monumental task of recommending to the Steering Committee of Council the names of faculty and administrative staff to serve on key committees of the University: the broadly-based groups that advise on operations, administration and policy-making of the University. Our "pool" is as large as the total fully-affiliated faculty and full-time administrative staff of the University. Thus the selection job is crucial: Who is most interested in each committee's work? Who has special skills that will help each committee function best? Who is willing and able to give the time and thought required for periodic (mostly monthly) meetings that help to examine University problems, recommend solutions, review performance and respond to new proposals in the University?

So that our knowledge of the best committee candidates will not be limited to those we few committee members know personally, we urgently ask the University community at large to send us *your* recommendations: Nominate the able people you know, or *nominate yourself*. But please do take the time to read the thumbnail descriptions of our key committees and then send in the nominating form promptly so that we can do our work swiftly and well. It is your opportunity to participate significantly in University governance at a time of the most dynamic change in resources, allocations, policies and procedures.

Murray Gerstenhaber, Chairman

*Lucy C. Behrman
Stuart W. Churchill
Edward S. Cooper
John S. deCani*

*Adele A. Rickett
Corey R. Shanus
Kathryn Siena Kirwin
Fred Kafka*

William G. Owen

COMMITTEES AND THEIR CHARGES

University Bookstore (10 members). Active, with three busy subcommittees. This Committee watches the operations and financial policies of the Bookstore, and assists in planning its future. It has been much concerned this year with the financial problems and with the quality of the Bookstore's service to the community.

**University Budget* (12 members). Very active, with weekly meetings. The Committee deals with matters of policy relating to University budgets, and participates in the formulation of the annual budget. Vacancies are scarce.

Committee on Committees (8 members). The Committee meets regularly throughout the academic year, with especially brisk schedule in the spring. It fills occasional vacancies on the twenty-one committees under its purview, oversees and evaluates their work, and presents lists of potential committee members to the Steering Committee of the University Council for its consideration.

Community Relations (8 members). Active, with four subcommittees (including many people who are not members of the Committee itself), which deal with Health, Education, Housing, and Other Services. The Committee examines the University's activities in regard to community and metropolitan affairs.

Conflict of Interest (12 members). Not very active; handles specific problems when they arise. The Committee is a subcommittee of both Faculty Affairs and of Research; in the last year it has been concerned with the faculty's adherence to the rules regarding the reporting of outside activities.

**Disability Board* (7 members). The Board exists to administer the University's Long-Term Disability Income Plan; it annually examines existing cases and considers a steady docket of new cases.

Educational Policy (16 members). Active, with three to five meetings per term. The Committee is concerned with matters of general educational policy which involve the interests of two or more schools and with educational topics of University-wide interest.

Facilities (11 members). Active; monthly meetings. The Committee's concerns are with the maintenance of buildings and grounds; planning, design, and project management; and new construction. Technical expertise in such matters is highly desirable.

**Faculty Affairs* (14 members). Very active; meetings at least monthly, sometimes more often. The Committee's scope includes the general welfare and interests of the faculty and its relationship to the administration. Some of its recent concerns have been: the faculty handbook, classification

MAIL TO: COMMITTEE ON COMMITTEES, C/O OFFICE OF THE SECRETARY, 112 COLLEGE HALL (CO)

Where appropriate, please attach any useful information on special qualifications (your own or your nominees') for service on the committee indicated. If you list yourself for consideration for more than one committee, please note order of preference.

COMMITTEE _____
CANDIDATE _____
TITLE OR POSITION _____
CAMPUS ADDRESS _____

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of the faculty, tenure and promotion practices in the different schools, and continuing education.

***Faculty Grants and Awards** (11 members). Three to four meetings a year. This body is a subcommittee of the Committee on Research; its principal responsibilities are to establish policy on University research grants to faculty members, to review applications for these grants, and to make annual awards.

***Honorary Degrees** (11 members). A subcommittee of Faculty Affairs, this body does most of its work in the fall term. Its responsibility is to solicit recommendations for honorary degrees from faculty and students and to submit nominations to the Trustees; it also makes recommendations to the President on a Commencement speaker and on special convocations.

***Implementation of University Policy on Conduct of Research Programs** (4 members). This subcommittee of the Committee on Research is called into session only as needed to consider questions of University policy concerning the conduct of research programs.

***International Services** (10 members). Recently inactive, this Committee is being reorganized to advise the new International Programs Office.

Laboratory Animal Care (4 members). Moderately active. This body advises facilities which use animals for experimentation on the maintenance of governmental standards for animal health. Special expertise is desirable.

Library (9 members). Moderately active; about four meetings a year. The Committee is advisory to the Director of Libraries on matters of Library policy within and without the University community; it also instigates scrutiny of policy concerning collections, facilities, and the general use of the University's libraries.

Personnel Benefits (11 members). Active, especially in the last two years. This Committee deals with policies and procedures relating to all employment benefits for faculty, administrators and nonunion personnel. Special expertise in personnel, insurance, taxes, or law is often helpful.

***Recreation and Intercollegiate Athletics** (13 members, plus 2 Trustees and 2 alumni members). Active, with several busy subcommittees. The Committee has dealt with such matters as provisions for women in athletics and recreation at the University; status of present facilities; and the place of recreational needs in the Program for the Eighties.

***Research** (16 members). Active, with several busy subcommittees. The Committee's general concern is the research being carried on at the University. Indirect costs are one of its concerns; in the past it has also dealt with such problems as copyright policy.

Safety and Security (10 members). Active; advisory to the Director of Security and Safety, with emphasis on personal safety in the campus area.

Student Affairs (18 members). Active; meeting at least once a month. This Committee is concerned with the quality of student life at the University, including allocations from the University to student activities, and with residential arrangements.

***Student Fulbright Awards** (7 members). Moderately active, evaluating applications from graduating seniors and graduate students and making recommendations to the Institute of International Education which awards Fulbright grants on behalf of the State Department.

Undergraduate Admissions and Financial Aid (22 members). Very active, with multiple ad hoc subcommittees. Twice-monthly meetings cover recruiting, admissions and financial aid matters that concern the University as a whole but are not the specific responsibility of individual faculties.

***Open to faculty only. One or more administrators serve as liaison to most of these committees.** NOTE: Two major committees not nominated via the Committee on Committees are Academic Planning (President appoints, with faculty nominations from Senate Advisory Committee) and Open Expression (Steering Committee does its own nomination and selection). For 1975-76's committee make-up, see Almanac December 16, 1975.

RESIDENT FACULTY FELLOWS

Resident faculty fellow positions are available next year in Van Pelt College House and the DuBois and the International Programs. Interested faculty are invited to make inquiries of the following persons: Mark Adams, Van Pelt, Ext. 8406; Howard Arnold, DuBois, Ext. 5504; and Ambrose Davis, International Program, Ext. 4661.

SIGMA XI: MARCH 15

Applications are due March 15 for membership in Sigma Xi, the Scientific Society of North America. They are available now from Dr. R.J. Eisenberg, department of microbiology, Dental School, Ext. 6551.

UNITED FUND: FEBRUARY 20

At the end of this month the United Fund will close its books on the 1976 campaign—just \$200,000 short of its \$22 million goal. With contributions of \$72,500, Penn's short too—of this year's \$100,000 goal and last year's \$86,000 gift. You can still make a "buck a month" donation and put Penn over the top by returning your United Fund card with cash, check, money order or authorization for payroll deduction by February 20.

LETTERS

ON RESEARCH CLIMATE

January 13, 1976

The following letter was sent by me to Dr. R.J. Rutman, for transmission to the University Committee on Research. However, given the importance of the subject to a great many faculty members in these times of drought in research funding, the suggestions in the letter may deserve wider dissemination and discussion in the University community as a whole.

—I.K.

Dear Dr. Rutman:

In reply to your Circular letter, requesting suggestions on possible improvements in the "research climate" of the University, I should like to draw the committee's attention to a problem faced by large numbers of faculty in the social sciences and the humanities.

In most of the "hard" sciences, laboratory research means that the faculty member ordinarily conducts his research at the University while simultaneously pursuing his teaching activities. This is, however, impossible for many of those in the social sciences and the humanities whose "laboratory" is off-campus—in another city, often abroad on another continent—and involves fieldwork or archives or both. Such a "laboratory" is inaccessible except with a large grant for both research expenses and full salary. In most cases, the former is less of a problem than the latter. Given the increasing paucity of grants, one can foresee some unwelcome trends. Total University "production" will be affected. Even more seriously, research will be redirected toward topics that are researchable locally, in the Philadelphia area—this for "practical" rather than acceptable intellectual reasons. In the long term, a certain parochialism in research will set in at the University.

I would suggest that the University community begin to consider patterns such as those followed in some American universities and—as I have become very much aware this year abroad—in many distinguished departments in France and Britain (where the problem of research funding has had to be faced long before the constrictions of the last few years). Briefly stated, a department is responsible to the University for a given number of courses (as it is now at Penn, in effect). But the department is free to make its own internal arrangements to meet this obligation. This means that one may sometimes teach more to allow a colleague to go away, and the colleague reciprocates in turn. In some places, the rotation system is quite formal; at others, reciprocal arrangements are worked out by individual faculty members with departmental approval. Whatever the details, the result is that people are able to go and do research and writing on relatively small grants, covering expenses; and some devoted souls even manage simply on their salaries. If it works in Paris and Manchester and London, why not at Penn?

—Igor Kopytoff, Associate Professor of Anthropology

The Mailing List Blues

Secretary Alison Young in the Health Affairs Office opened Penn's own Pandora's Box when she wrote, on December 19:

I just had an interesting experience that I thought you might like to hear about. Maybe the *Almanac* could be used as a means of communicating the information and save others from the same trouble.

Al Beers has been located in this office for over two years, but he is still receiving mailings at his School of Medicine address as well. These are intramural mailings addressed with Addressograph plates, mainly from offices in the Franklin Building—Physical Plant, Comptroller's, etc. I decided that it is really silly for him to be on these mailing lists twice, so I would call whoever maintains the Addressograph plates and have his name removed. I won't go into all the details, but it took four phone calls before I found that Leslie Pitts in Personnel is the one responsible for maintaining these lists!

If this information could be published in the *Almanac* (or somewhere), I'll bet there are lots of people on campus who would have changes to make, if they only knew whom to contact. Also, I know there are other mailing lists circulating around campus, which also are incorrect. Maybe someone from your staff could track down the sources of all mailing lists on campus and publish a list of persons to contact to straighten out errors. Just a suggestion...

... And a good one. After *Almanac's* first investigative phone call, we were convinced that we'd undertaken a task worthy of Woodward and Bernstein. Many faculty and staff who are alive, well and on board at the University share Al Beers' problem of duplicate mailings and/or incorrect addresses, while the ghosts of employees past (including the retired and resigned) continue to receive brochures, memos and letters at their old campus haunts.

Our phone calls and legwork produced both good news and bad: in some cases duplicate or triplicate mailings are impossible to stop. On the brighter side, an address correction can be as simple as alerting your departmental or office administrator to a change in location or title—providing the administrator is skilled in the use of the "PAF" (about which more later).

The solution to any campus address problem depends on tracking down the owners of the mailing lists, which normally originate from one of two sources: (1) sets of Addressograph plates owned by a department, office or organization; or (2) the Personnel Department's computer, where employee information can be stored, retrieved, and printed on your paycheck or on a self-adhesive label to press onto an envelope.

In theory and in practice, any of the mailing lists can be "lent" (at a charge) by one department to another for special mailings. Addressograph lists can also be temporarily combined, causing duplicate mailings when a name appears on two unrelated lists. Because of list-lending an office "in the Franklin Building—Physical Plant, Comptroller, etc." may have authored the memo Mr. Beers got twice, but not the mailing lists that brought him either copy. A borrower is powerless to make changes at the source.

For Personnel lists, the magic word is P-A-F. The 11" by 15" three-carbon Personnel Action Form that generates all paychecks is like a birth certificate, passport, telephone listing and census data entry all rolled into one for the Penn employee. (It can also be an easy ticket to immortality: you can live on forever at the old Red and Blue should someone forget to update your PAF.) In short, the form contains all the information on an individual's official status here; it is the only key that will "unlock" the computer, where the data can be stored and transformed into mailing lists.

Those who hold our immortality in their hands are the departmental business administrators and administrative assistants. Armed with a 108-page black binder for a guide, they filled out the department's first batch of PAFs last year when Personnel converted to its current computerized record-keeping system. When an employee is promoted, relocated, retired or terminated (even temporarily as in the case of leaves), it's the departmental administrator's responsibility to alert the computer via the PAF and Personnel Records.

If PAF is the key, the 148 categories contained within the form are the notches and bumps that will eventually turn the lock. The PAF's separate codes for payroll status and campus address explain why an employee can be terminated as far as paychecks go, but live on among the self-adhesive labels.

Often the departmental administrator may record a change in payroll status quickly, but inadvertently neglect to make changes in address. The result: those cards and letters keep coming to your old office, lab or carpentry shop, and all the "return to sender's" in the world won't check the flood until a new PAF with the appropriate category change is submitted to Personnel Records.

Addressograph, Anyone?

Unlike the computer labels and PAFs which are centralized in Personnel Records, the cheap-and-durable Addressograph plate lists belong to offices all over campus. At one time all Penn bulk intramural mail lists originated from Addressograph plates held by the old University Printing Office; they punched the plates and stamped the envelopes. Now that a commercial mailhouse has taken on the task, the Publications Office acts as liaison for the owners of Penn's 20-odd lists.

An office owning a list filed at the mailhouse must contact Harriet Bratton at Publications even to use its own list. That same office—usually through its administrator—must authorize any corrections, additions or deletions in their list; they also notify Mrs. Bratton if they've temporarily "lent" their list to another department so she can authorize the mailhouse to process plates.

The ability of a department to "borrow" or combine Addressograph lists results in duplicate mailings. For example, each semester *Almanac's* assistant editor receives two copies of the Cinematheque film series brochure—one as a full-time University employee and another as a former Annenberg student. Her possible recourses are drastic: resign her post or sever now-and-forever all ties with her old school. (What she really does is pass the spare along to a friend.)

Operational Services administrators George Kidd, Curtis Barnes and Steven Murray are aware of what some call "the mailing list mess" and already have several long-range solutions in mind. In the meantime, one crucial step for making an address change or eliminating duplication is to keep the incorrect label(s). If it was printed by computer, request a review of your PAF from your departmental administrator. Should administrators note that terminated, retired or on-leave employees are regularly receiving intramural mail, the message is the same: check the PAF. In fact, William Drye, director of personnel information services, advises periodic review of all PAFs.

If incorrect mailings come from Addressograph lists, start by calling the sender's office. If it doesn't own the list, ask who does and send the incorrect label with the correct address to the owner, requesting a change. If you can't tell a computer print-out from an Addressograph plate impression, or if you're unable to trace the owner of the latter, Harriet Bratton has offered her desk as a last resort: again, send the incorrect label and your correction to her at 410 Logan Hall CN. The code on the label will enable her to identify the owner.—J.W.

* * *

No sooner had Assistant Editor Jane Wilson found out all-there-is-to-know-about-getting-yourself-off-mailing-lists-when-transferred than she herself accepted a transfer upward (See *Staff Changes*, p.7). Until her PAF threads its way through the system she will stop by *Almanac* for her mail.—K.C.G.

Provost Eliot Stellar has announced the appointment of Dr. Richard Lambert as coordinator of international programs at Penn. Below, Dr. Lambert tells how the new office functions on the campus, and describes the University's twenty-five current and proposed linkages abroad.

International Programs: Under One Roof

by Richard D. Lambert

During the summer of 1975, the University undertook to coordinate all of its international academic operations under the auspices of the Provost's Office. Our new International Programs Office at 133 Bennett Hall now brings together not only Penn's foreign student advising services and its study-abroad programs, but also centralizes information and planning of the University's many and growing international affiliations.

The foreign student services section of the office serves as an information center for students and personnel from abroad. Staff members assist with such immediate problems as housing, orientation to academic and social life at the University, and personal advising, in addition to serving as intermediaries between the visitor and the Immigration Service. All necessary visa and immigration documents may be secured from this section.

Our study abroad and international fellowship section provides advising for students interested in studying abroad independently or through one of Penn's international linkages. Within the office there is an extensive library of standard reference books dealing with fellowships and study abroad, bulletins of foreign universities, and brochures describing fellowships, junior year, and summer abroad programs. In addition to administering the Thouron-University of Pennsylvania Fund for British-American Student Exchange, this section also serves as a liaison to outside agencies supporting foreign study, such as Rhodes, Fulbright, Marshall, Luce, Churchill, and St. Andrews Society scholarships and awards.

The office also issues the International Student Identification Card, which is especially useful in Europe, where the bearer can save money through numerous special discounts. In addition, the office offers assistance with passport, visa, and health questions and information on travel and employment opportunities in the U.S. and abroad.

Finally, we have been charged with the responsibility of coordinating the many transnational programs in which our increasingly cosmopolitan university is becoming involved. Below is a short list of some of the more formalized or the developing international exchanges. There are, of course, many more individual initiatives that do not as yet involve a formal agreement of the University as a whole or one of its schools and departments, in which the office would like to be helpful. Since these individual initiatives will be beneficial to the entire University, and so that the University may be responsive to the needs of program initiators, the office is trying to develop a set of general University policies. To this end, an advisory committee has been created which helps coordinate the interests of the various schools and

arrive at a general policy for the University as a whole. The members of that committee and the schools they represent are:

Professor Joseph Bordogna, College of Engineering and Applied Science
Professor Richard J. Estes, School of Social Work
Dr. James F. Galbally, School of Dental Medicine
Professor Dell Hymes, School of Education
Professor Richard D. Lambert, Faculty of Arts and Sciences
Professor Noyes E. Leech, Law School
Professor Ruth Leventhal, School of Allied Medical Professions
Joseph T. Looby, Graduate School of Fine Arts
Professor Adrian M. McDonough, The Wharton School
Mrs. Joyce Shoemaker, School of Nursing
Dr. E. J. Lawson Soulsby, School of Veterinary Medicine
Dr. Patrick B. Storey, School of Medicine
Professor Sol Worth, Annenberg School of Communications

Since the kinds of linkages appropriate to the various areas of the world differ, we have also begun to establish committees to set general University policy within certain geographical areas. The first of these is concerned with the Soviet Union and East Europe; another is now being formed on Latin America. These will be followed by committees on Africa, the Middle East, East and South Asia. Since we are attempting to set up policies for all of us, the office would be most pleased to have any information on initiatives which might develop into institutional arrangements. We would also appreciate any suggestions as to general University policy.

University International Programs Proposed or Current

1. *Algeria*. Negotiations are under way for placement of Algerian students in the English Program for Foreign Students (EPFS) and possible admission to undergraduate College of Engineering and Applied Science.
2. *Cairo University*. Negotiations are under way to establish cooperative programs for collaborative research, faculty exchange and student exchange.
3. *Canterbury University (Christchurch, New Zealand)*. Joint operation of the Mount John Observatory.
4. *Columbia University*. Agreement allowing Penn undergraduates to participate in junior year or semester at Reid Hall in Paris.
5. *City University of New York (Seville)*. Agreement allowing Penn undergraduates to spend a semester or year at the University of Seville in Spain.
6. *University of Technology at Compiegne (France)*. Protocol agreement with the Wharton School and the College of Engineering and Applied

Science calling for collaborative research and the exchange of faculty and students.

7. *Inter-University Centre (Dubrovnik, Yugoslavia)*. Short-term courses for graduate students with the assistance of faculty from member institutions; Penn has been a member since January 1975.

8. *University of Edinburgh*. Protocol agreement for comprehensive University-wide cooperation is in the process of being concluded. The agreement will include all forms of exchange and collaborative possibilities. The plan has already been aided by a generous gift.

9. *University of Ibadan (Nigeria)*. Negotiations are under way to establish a faculty and graduate student exchange with the School of Veterinary Medicine.

10. *University of Ife (Nigeria)*. Discussions are currently under way to begin an affiliation with the School of Medicine involving the exchange of both faculty and students.

11. *Iran*. Proposal was recently presented to the Iranian government for the enhancement of Iranian Studies. The proposal included a Regional Health plan to be established in the province surrounding Shiraz.

12. *Islamabad University (Pakistan)*. Protocol agreement in conjunction with Columbia University calling for a wide range of cooperative efforts in Pakistan Studies: visiting scholars, exchange of students and faculty, collaborative research and joint publication.

13. *Penn-Israel Exchange Program*. Protocol agreement calling for the exchange of faculty, students at all levels and collaborative research in addition to the joint sponsorship of seminars and conferences.

14. *Kanazawa University (Japan)*. Protocol agreement providing for the exchange of two or three students from Kanazawa and one or two Penn graduate students majoring in English or East Asian studies. Kanazawa has a large house given over for the use of Penn students and faculty.

15. *La Napoule (France)*. Agreement to oversee the activities of the Chateau in La Napoule for two years on an experimental basis.

16. *University of L'Aquila (Italy)*. Protocol agreement with the College of Engineering and Applied Science calling for collaborative research and the exchange of faculty and students (leading to a joint MSE-Italian doctorate).

17. *Leningrad State University (U.S.S.R.)*. Proposal was recently presented to the Ministry of Higher and Specialized Secondary Education for an exchange of graduate students, postdoctoral fellows and faculty between Penn and Leningrad State University. Further discussion as to the appropriate Soviet institutional affiliation is now under way.

18. *London School of Business*. Agreement with the Wharton School providing for a one semester exchange of MBA students.

19. *Middle East Center*. Agreements with St. Antony's College (Oxford University) for faculty exchange and with the American University in Cairo and the Center for Arabic Studies Abroad for Penn students to study Arabic. There are also agreements with the American Research Center in Egypt, the American Institute of Iranian Studies and the American Research Institute in Turkey for faculty research. In addition, discussions are currently under way with various institutions in the Middle East, namely, King Abdul Aziz University (Saudi Arabia), Riyadh University (Saudi Arabia), University of Jordan, Hacettepe University (Turkey) and the Middle East Technical University (Turkey).

20. *Nencki Institute (Poland)*. Agreement calling for collaborative research in Neuroscience.

21. *Pahlavi University (Iran)*. Longstanding cooperative agreement involving exchanges of both students and faculty has recently been given new life by a proposal to exchange undergraduates for a year.

22. *Philadelphia International Program*. A program which places educators, health workers and social workers from other nations in Philadelphia agencies and schools after a five week acculturation program at the School of Social Work.

23. *Philadelphia Transnational Project*. A project to determine the extent to which Philadelphia, its citizens, businesses and institutions are involved in world affairs.

24. *Thouron Exchange*. Scholarship program in its 16th year providing for the exchange of graduate students between Penn and institutions of higher education in Great Britain.

25. *Venezuela*. Discussions are currently under way to involve Penn in Venezuela's immense educational and social development program, "Programa de Becas Gran Mariscal de Ayacucho."

PAHLAVI APPOINTMENTS: FEBRUARY 6—10

A visiting team from Pahlavi University in Shiraz, Iran, will be on campus February 6 through 10 to meet with physicians and scientists who are interested in an assignment at Pahlavi's Medical School. To make an appointment: 227-3924 from University phones.

RESEARCH CENTER: LITERARY COMMUNICATION

A Center for Research in Literary Communication has been established at the University under the leadership of faculty in the Graduate School of Education: Morton Botel, Mary E. Coleman, Allan Glatthorn, Norma B. Kahn, and Ralph C. Preston. The chief purposes of the informal center are 1) to facilitate better communication and cooperation among professionals in many disciplines concerned with literary communication (such as Reading/Language Arts, English, Comparative Literature, Folklore, Communications, Library Science, Social History, Linguistics, Psychology, etc.) and 2) to discover, through systematic interdisciplinary inquiry, the fullest possible range of questions and answers germane to research in literary communication in general and to its application to education in particular. The Center is the first of a number of research centers in the general area of Language and Education now in the process of development at the Graduate School of Education.

Communications regarding the new center may be directed to the current coordinator, Ms. Peggy Petrino, Room A-3 Education Building, 3700 Walnut Street, Philadelphia, Pa. 19174. A full description of the purposes of the center is available upon request. Suggestions for the development of the center are welcome. New members from the faculty and graduate students of the University of Pennsylvania or other nearby institutions are welcome to attend the next meeting of the center on April 7, 1976, from 4 to 6 p.m. in Room C-34 Education Building, 3700 Walnut Street.

DEATHS

Dr. Raymond T. Bye (January 26 at 83), emeritus professor of economics who joined the Wharton faculty in 1916, two years before he received his Ph.D. at Penn, and continued to teach here for 46 years until his retirement in 1962.

Dr. Paul A. Bishop (January 6 at 79), emeritus professor of radiology who was a member of the Medical School faculty for 35 years until his retirement in 1966. He had served as director of the Pennsylvania Hospital's radiology department and had been chief radiologist at the Delaware County Hospital. The former officer of the Philadelphia and American Roentgen Ray Societies had developed an applicator for radium treatment of carcinoma of the uterine cervix. He is survived by his wife, Ruth Baxter Bishop.

Roy Q. Edwards (January 10 at 55), chief project engineer in the department of radiology here for the past nine years, who came to the University as a shop engineer in 1958. The inventor and designer of brain-scanning equipment was author or co-author of several books and papers on nuclear medicine.

Walter Kuklinski (December 12 at 60), who joined the engineering supportive services staff in 1963.

Virginia Leoung (December 11 at 21), a junior in the Faculty of Arts and Sciences.

Gladys Madison (December 14 at 62), a day cleaner in the department of physical plant from 1952 to 1968.

Dr. S. Howard Patterson (January 21 at 83), emeritus professor of economics who served on the Wharton faculty for 37 years until his retirement in 1957. From 1935-38 the Penn alumnus also held an academic appointment at Columbia University. A consulting editor for publishers McGraw-Hill and Farrar-Rinehart, he was author and co-author of several texts in his field.

Helen S. White (January 1 at 71), a secretary in the Lecture Note Fund and at Wharton for 46 years until her retirement in 1971.

J. Ronald Woodruff (December 22 at 49), assistant professor of architecture who joined the department in 1961.

Dr. Meir Yoeli (December 5 at 63), adjunct professor of parasitology in the Veterinary School since 1970. An authority on tropical disease, the N.Y.U. faculty member had served as head of the Israeli Defense Forces' department of preventive medicine during the 1948 war and as president of the New York Society of Tropical Medicine in 1974-75.

STAFF CHANGES

LIBRARIES

Director of Libraries Richard DeGennaro announces the appointment of *Dr. J. Dennis Hyde* to the new post of assistant director for collection development; he will continue to serve as Near East bibliographer.

ASSOCIATE TREASURER

Last fall *Almanac* inadvertently failed to report the Trustees' appointment of *George Pepper III* as associate treasurer of the University. Mr. Pepper had served as assistant treasurer.

DEVELOPMENT/UNIVERSITY RELATIONS

Vice-President for Development and University Relations William G. Owen announces several changes in his staff. *Lucy Hadsall*, an assistant director of Alumni Relations, comes to Penn from the Boston Symphony Orchestra, where she served as assistant concert manager. *Dr. Marshall Ledger*, former member of the Vice-Provost for Undergraduate Studies' staff, joins *The Pennsylvania Gazette* as staff writer; he succeeds *Patricia McLaughlin*, who has resigned to pursue a freelance career. *Michael Pallenik*, a doctoral candidate at Annenberg, is a new associate in the Office of Radio-TV while *Theresa Ranieri* of Annual Giving moves from administrative assistant to assistant to the director.

Former Director of the News Bureau *Robert Coryell* is now coordinator of development publications and news information (his new office and phone: 623 FB, Ext. 6633); and University News Officers have been re-assigned to the following beats. *William Alrich*: Wharton; *Eugenia Cook*: Medical, Veterinary and Nursing Schools and SAMP; *Theodore Driesch*: Student Affairs, Admissions and Events, Law and Dental Schools, Monell Chemical Senses Center and Institute for Environmental Medicine; *Trudy King*: GSFA, GSE, SSW, physical sciences of FAS and Women's Center and the Antiques Show; News Editor *Hal Helfrich*: College Hall, Engineering, Libraries and Museum. *Jane Wilson*, *Almanac* assistant editor, will join the News Bureau staff later this month and will be news officer for FAS, Annenberg School, Bicentennial and Editorial Column Service.

UNSAFE AT ANY TEMPERATURE

January 26, 1976

During safety inspections of University buildings, our inspectors have found that employees are bringing in their own portable electric heaters to provide additional heat for their working areas, a dangerous practice which must be discontinued.

The most dangerous aspect is the electric wire that provides current for the heater. It can be walked on, tripped over, or be placed under a rug or against combustible paper, all of which constitute serious safety hazards. The older the wire gets, the more susceptible it is to the fraying or breaking which could cause arcing and possible fire. Additionally, the electric wire carries a large amount of electricity and could cause an overload. In some of the old buildings this would create a fire hazard.

There is no apparent control over the type of heaters being brought into buildings. People are buying the cheapest unit available without concern for safety features such as a thermostat to prevent overheating, a tip-over switch, and most importantly a heavy duty electric wire. Heaters might be used in the lab areas where flammable liquids, gases, and vapors are present, with the possibility of an explosion. Heaters might be forgotten and left on for days or weeks, causing the electric wire to deteriorate rapidly, particularly the cheaper heaters which in time will cause a fire.

The above information has been provided to all deans, directors and department chairmen with the hope that we can eliminate all such portable electric heaters at the University.

—Donald C. Shultis, Director, Security & Safety

OF RECORD



MERIT REVIEW PROGRAMS

The following memorandum was sent Friday, January 30, 1976 to all Deans, Directors and Budget Administrators.

Effective July 1, 1975, the merit review program for weekly salaried support staff (A-3) personnel was suspended. This program remains suspended notwithstanding the round of general increases granted January 1, 1976. The suspension of the program also precludes salary adjustments for A-3 personnel completing the first six months of University service after July 1, 1975.

Administrators are encouraged to continue to monitor and evaluate the work performance of probationary employees and all other personnel under their direction. In particular, administrators should work closely with the Personnel Department to assure consideration of individuals for promotion on the basis of merit and qualifications as positions occur.

—George W. Budd,
Director of Personnel and Labor Relations

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)

BUSINESS ADMINISTRATOR III to manage and direct business and financial operations of department; supervise personnel in the business and administration offices; prepare budgets; keep financial records and contract and grant accounts. *Qualifications:* College degree in business administration with accounting courses; five years' progressively responsible experience, two in an appropriate management capacity or institutional assignment; university experience; typing and bookkeeping skills. \$10,675-\$13,275.

PROGRAMMER ANALYST I responsible for analysis and implementation of extensive data system, to analyse problem areas and new developmental systems, program and evaluate software programs, assist in user education and forms and report design, and document all activities undertaken. *Qualifications:* Bachelor's degree in math, computer science or a related field; two years' programming and systems analysis experience; two years in PLI with knowledge of IBM 370, JCL, TSO and MARK IV preferred. \$10,675-\$13,275.

SUPPORT STAFF (A-3)

ADMINISTRATIVE ASSISTANT I, medicine, to prepare schedules for interns, order materials, handle time sheets, type letters and memoranda, and handle phones. *Qualifications:* Good typing skills; shorthand or dictaphone; several years' medical area experience, preferably at Penn. \$6,550-\$7,925.

ADMINISTRATIVE ASSISTANT I, *Chester and 42nd St.*, to supervise clerical staff and coordinate work flow, prepare University C-forms and

CHAIRPERSON: DEPARTMENT OF SURGERY

The University of Pennsylvania's Medical School invites nominations and applications for the position Chairperson—Department of Surgery. Responsibilities include academic, clinical and administrative affairs for surgery at the Hospital of the University of Pennsylvania. Any applicant should be a qualified surgeon and have related administrative and research experience.

Respond to: Dr. Frank Brooks
Chairman—Search Committee
H.U.P. Room 574A Maloney Bldg.
Philadelphia, Pa. 19174
An Equal Opportunity Employer

monthly budget reports and grant budgets, serve as secretary to executive administrator and interpret unit and University policies in his or her absence, maintain personnel records and handle confidential material. *Qualifications:* Excellent typing and organizational skills; shorthand required; ability to use dictation equipment; supervisory, senior level secretarial experience; university experience desirable. \$6,550-\$7,925.

ELECTRON MICROSCOPE TECHNICIAN II (1/27/76).

LICENSED PRACTICAL NURSE (12/16/75).

MEDICAL SECRETARY (4) (1/13/76).

MT/ST OPERATOR (1/27/76).

RESEARCH LAB. TECH. II, cardiac output (1/13/76).

RESEARCH LAB. TECH. III, enzyme assays (12/16/75)

SECRETARY II (5); III (3) (11/18/75).

TECHNICAL TYPIST (12/2/75).

PART-TIME AND HOURLY (A-4)

HISTOLOGY TECHNICIAN, three days/week (1/27/76).

RESEARCH LAB. TECH. III, 20-30 hours/week (12/9/75).

SECRETARY III, 18 hours/week (1/27/76).

TYPIST II, 20 hours/week (1/13/76).

THIS WEEK: HELP YOURSELF

This is the last week to sign up for either—or both—of the self-improvement programs below.

Personnel's In-Service Secretarial Training Program offers University staff a 10-week round of courses beginning February 16. *Typing:* Mon., Wed., Thurs.; beginner, 3 p.m.; intermediate, 4 p.m. *Stenography:* Mon., Wed., Fri.; beginner, 2 p.m.; intermediate, 1 p.m. *Advanced Stenography:* Tues. and Thurs., 1 p.m. *Introductory Accounting:* to be determined. Openings for the one-hour classes are limited and employees on the waiting list from last semester will be given first consideration; otherwise, it's first come, first served. February 9 is registration deadline; to sign up: Judith Kaufman or Barbara Hayes, Ext. 6015.

Resources for Women is also taking applications for its February *Life-Planning Workshops:* small-group counseling led by trained professionals offers women the chance to discover their goals and life options in five weekly two-hour sessions starting February 11. Fee: \$40 with scholarships available. To register: Ext. 5537, 9:30-12:30 p.m. weekdays.

THINGS TO DO

LECTURES

On Handel in English by Penn's Deutsches Haus. Tapes and microfilmed manuscripts complement the lecture by Dr. Franklin Zimmerman, professor of music and director of Pennsylvania Pro Musica, February 4, 7:30 p.m. in Room 411, Class of 1925 House, 3940 Locust.

Engine, engine number nine. . . G. Holmes Perkins, University Professor of Architecture and Urbanism, takes a look at what was going down America's railroad lines from the Civil War to World War II as *The Making of a City* continues on Channel 12. February 5, 8 p.m.

There's a charge for the cocktails, but the lecture on *Afghanistan* preceding them is free. February 5, 5:30 p.m. at the Museum.

Professor Robert Jackson of Yale considers the *Sociological Method of V.F. Pereverzev: Marxist Formalism*. February 5, 4 p.m. in Houston Hall. Sponsors: Soviet Cultural Studies Module and the Slavic Department.

Food and Population: An Economist's Appraisal is offered by Dr. Wilfred Malenbaum, the first speaker in a four-week series starting February 6. Organized by Dr. David Kronfeld, professor of nutrition (Vet), and by Dean Arthur Humphrey of Engineering and Applied Science, the Food and Society seminars meet Fridays, 12-2 p.m. in Houston Hall. Information: Dr. Kronfeld at New Bolton Center, 221-283 from University phones.

Ex-Penn man Dr. Seymour S. Cohen, now professor of microbiology at the University of Colorado School of Medicine, returns for a Penn Lectureship: *The Principles and Practice of Antiviral and Antitumor Therapy with Nucleosides*. February 9, at noon in Lecture Room B, Medical School.

Regionalism and American Decorative Arts. Yale Curator Charles Montgomery is the first of nine speakers in this semester's Bicentennial College series. February 10, 4:15 p.m. in Houston Hall.

FILMS

The Museum continues its film programs. For archaeologists: *Navajo—The Last Red Indian*, February 4, 5:30 p.m.; for kids: *Conrack*, a teacher with unusual methods, February 7 at 10:30 a.m.; and for anyone intrigued by the titles: *Where the Bridges Do the Choosing*, *Journey to the Magic Valley*, and *Magicians of the Black Hills* (of Africa). February 8, 2:30 p.m. All screenings are free.

The Documentary Film Series is already into its second week with Robert Flaherty's *Louisiana Story Study Film*, February 4 at 4 and 7 p.m. in the Studio Theatre, Annenberg Center.

NOT FOR WOMEN ONLY

Photographers Emiko Tonooka, Mecki McCarthy, Julia Jensen and Penny Bryant exhibit their work through February 27 at the Women's Cultural Trust in the Christian Association. Open weekdays at 11 a.m. and closing Monday, Tuesday and Friday at 5, Wednesday at 7 and Thursday at 9 p.m.

Women's Day hits the C.A.—not the magazine but the play based on two comedies by Aristophanes. *Women's Day* has been adapted by the Imagination Theatre, a Germantown group that toured Europe with the production last year. C.A. February 6-7 and 13-14, 8:30 p.m. Tickets: \$2.

Salt of the Earth chronicles a strike by Chicano miners in a company-owned New Mexico town as the International Women's Film Festival continues at Houston Hall, February 11. Tickets: \$1.

MIXED BAG

Light bulbs. . . on the rocks, in a pot, shot through a gun or worn as a suit. Jared Bark promises all of this and more in *Lights: On/Off*, the final performance of *Pieces & Performances*; February 5, 8:30 p.m. at the ICA. Tickets: \$1 for members and students; \$2 for others.

A distinct strain of Coltrane runs through the tunes of *Carlos Garnett*. February 6-7 at 9 and 11 p.m. in the New Foxhole Cafe, 3916 Locust. Tickets: \$3.

The *Amateur Radio Club* invites faculty and staff to ham it up at this semester's first meeting. February 6, 4 p.m. in 214 Moore School. For Moore information: Ed, 382-1129; Dave, 386-2911; or station W3ABT, Ext. 8538 from University phones.

The Philadelphia Dance Company premieres with *A 200-Year History of Black American Dance* February 6, 8 p.m. at the Annenberg Center. Tickets: \$4 and \$3 (\$2 and \$1.50 with student I.D.), at the Annenberg Box Office.

Bob White is the comic relief for *Lex Romane's* folk blues. February 8, 8 p.m. at the Cherry Tree Folk Club, 3916 Locust. Tickets: \$2.

During February, the cruelist month in Philadelphia, you might need *A Midsummer Night's Dream* to see you through to spring. The Penn Players perform February 12-13 and 18-20 at 8 p.m., and February 14 at 6:30 and 10. Tickets: \$3.50 from the Annenberg Center Box Office.

ALMANAC: 515 Franklin Building (16) Ext. 5274

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