

Almanac

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SUPPLEMENT: *The Affirmative Action Program*

OF RECORD



HIRING REVIEW PROCEDURES

Following is the text of a memorandum sent February 11, 1976, to all deans, directors, department chairmen and business administrators.

We must take drastic steps to slow down our present and future commitments to personnel services as Indirect Cost Centers and Responsibility Centers must meet the most stringent budget guidelines in recent history. A policy that allows the replacement of vacant positions and adds new positions is inconsistent with the objective of reducing staff and programs. Therefore, we must continue and tighten our review of all replacements and new positions virtually to the point of a freeze. This includes all requests for personnel services currently in process anywhere at the University.

In the next few weeks Responsibility Center deans and directors will be identifying employees who must be laid off. Every effort will be made to try to place qualified employees with good performance records in the vacant positions that are determined to be essential to deans and directors. The final decision to fill any position will be made by President Meyerson after his review of rare exceptions recommended by the Provost and Senior Vice-President for Management. Vice-presidents, deans and directors will be expected to screen out the position requests and ask the Provost and the Senior Vice-President for Management to review only the most critical cases.

As the budget and staff plans for FY 77 are finalized we may be able to reconsider this policy at a later time. For now we must ask you to use all of your ingenuity to accomplish your mission with a reduction in staff and realignment of critical work assignments.

—Eliot Stellar, Provost

—Paul Gaddis, Senior Vice-President for Management

NOT REALLY AN ORGY

The Copying and Duplicating Committee actually calls it a "Copier Show and Demonstration," but the sight of copy machines from eleven manufacturers in the same place at the same time (Houston Hall, today from 1 to 5 p.m. and tomorrow 9 to 4) surely ranks with a Roman bacchanal in these days of cutbacks. The machines are *not for sale*: they are there to let University offices try them out to see if the smaller "convenience copiers" might replace more expensive equipment now in use. The Committee will work with users later on any proposed change of equipment: one idea being that an office now using a sophisticated machine might downgrade to a convenience copier for day-to-day needs and send more complex jobs to one of the campus Copy Centers. No reservations needed for the copy show; light refreshments are being paid for by the demonstrating firms. Information: Robert Ferrell at Ext. 7216 or Curtis Barnes at Ext. 4838.

COUNCIL

FEBRUARY 11: INFORMATION AND DEBATE

Except for formal release of proposed by-laws changes on confidentiality of search processes, Council's February 11 meeting dealt mostly with information reports that turned into debates: one on library resources (*Almanac* February 10) that included the formal statement below; and one labeled "class size" but devoted to class quality. Vice-Provost Patricia McFate gave data showing that a freshman class closer to 2000 than to 1850 is needed to keep total undergraduate population up to recent levels of 7218 to 7458, since increasing numbers of students complete degrees early or take time out. Admissions Dean Stanley Johnson talked of distribution problems: dipping consistently deeper into the pools of northeastern "feeder" schools to fill the classes. He urged a stronger national recruiting effort. David Levine's formal motion asked for more monitoring by the Council Committee on Undergraduate Admissions and Financial Aid.

Report to the University Council on the State of the Library from the Library Advisory Committee

The Library Advisory Committee unanimously adopted the following report at its regular meeting on February 5, to be presented to the Council on February 11 by the Committee's chairman:

The quality of the library services at the University of Pennsylvania, in the committee's observation, is extremely high, whether for reference services, inter-library loan, or working with our own collections. The Director of Libraries is a first-rate professional, certainly one of the ablest in the country, and there is a fine staff at virtually every level. So, as to personnel and efficacy of services here, we are most fortunate.

But there are urgent financial problems which must be dealt with. The libraries at the University of Pennsylvania have not been so well served by the budget committees and by budget allocations as is necessary if we are to meet our expectations or even maintain our standards among major universities. Funds available for the purchase of books and periodicals have not kept pace with the rapid inflation of publication costs (which have exceeded other forms of inflation), and as a result our libraries have already fallen from a relatively high rating some ten or twelve years ago to a rather more modest rating today. This problem is essentially a budgetary problem, and even the most effective leadership of a library (and we are fortunate to have such leadership here) cannot compensate for such financial liabilities.

The Library Committee therefore strongly urges that after the current year the University's budget allocation to library accessions be indexed to the general inflation of book and journal costs, now generally recognized as increasing at about 15 to 20 per cent per annum. As a Council Committee, we strongly urge the Council to take serious cognizance of these problems of library accessions, and to use its influence to find solutions to these problems which are immediately pressing and which will become increasingly damaging to the University in the years ahead if remedial action is not taken now. It is not only axiomatic, but also true, that there can be no great university apart from a great library, and budget difficulties are steadily contributing to the erosion of our library resources.

Submitted for the Library Advisory Committee, as its unanimous report and recommendation to the University Council, February 11, 1976.

—Roland Mushat Frye, Chairman

A joint subcommittee of the Senate Advisory Committee and the Council Educational Policy Committee has been working since early last fall to solve a number of problems in the general area of the organization of graduate studies at the University. Our major concern has been to provide structures that embody the "One University" feature of graduate studies while recognizing the intellectual and organizational implications of Faculties and responsibility centers. This is our report. We are recommending the establishment of something called the Graduate Division of the Faculties of the University of Pennsylvania, and we are making two recommendations for reorganization among graduate groups. Our report has not yet been submitted to the parent committees for their consideration, but it does represent (except as noted) the unanimous opinion of the joint subcommittee. Our purpose in giving it wide dissemination at this time is to inform the faculty and administration of the direction of our thinking and to get their opinions and reactions. Please send your reactions and comments to me c/o Faculty Senate, 303A College Hall/CO.—Ralph D. Amado

Recommendations for A Graduate Division of the Faculties

The Graduate Division of the Faculties of the University of Pennsylvania shall consist of the members of all graduate groups at the University which admit students to candidacy for the M.A. and Ph.D. degrees.

I. The Vice-Provost for Graduate Studies and Research

The VPGRS shall be the principal University officer responsible for coordinating graduate education throughout the University. The VPGRS shall chair meetings of the Council of the Graduate Faculties and the Council of Graduate Deans and report from them to the Provost. The VPGRS shall represent the Graduate Faculties in the awarding of all M.A. and Ph.D. degrees. The VPGRS shall be responsible for the maintenance of student records and the publication of graduate bulletins and catalogues.

II. The Council of the Graduate Faculties

A. Organization. The membership of the Council of the Graduate Faculties shall be comprised of one elected representative from each graduate group (graduate group chairpersons shall be eligible for election to the Council). Every third year each graduate group will elect one member to represent it for a three-year term and the elections will be staggered so that after the first two years only one-third of the graduate group representatives will be elected each year. Representatives of graduate groups shall not succeed themselves. Ten graduate students, chosen in a manner to be decided by the Council of the Graduate Faculties, shall attend meetings of the Council as representatives of the graduate students. They may vote on all issues except the awarding of degrees or fellowships or on personnel decisions.

B. Duties. The Council of the Graduate Faculties shall:

1. Have the sole authority to recommend candidates to the Trustees for the degrees of M.A. and Ph.D.
2. Establish and monitor conformity with admissions and degree requirements.
3. Approve graduate course offerings, in cooperation with the committees on instruction or equivalent bodies of the various Faculties.
4. Monitor the maintenance of the academic records of graduate students and the publication of graduate bulletins and catalogues.
5. Establish general criteria for membership of faculty members in graduate groups.
6. Participate in or, where appropriate, conduct reviews of the performance of graduate groups.
7. Recommend to the Provost the establishment or dissolution of graduate groups. Graduate groups shall not be established or dissolved

without consultations with and advice from the Council of the Graduate Faculties.

8. Direct the allocation of University-wide graduate fellowships.
9. Recommend measures for the maintenance and/or improvement of the living and working conditions of graduate students.
10. Advise the Provost and VPGRS on desirable initiatives in graduate study.

C. Standing Committees. The Council of the Graduate Faculties shall execute its duties with the assistance of the following and/or other standing committees:

1. Planning and Review: to consider evaluation of and proposals for the addition or the dissolution of graduate groups; to nominate members for University-wide committees for the review of graduate groups, or to establish such committees; to monitor developments and trends in various areas of scholarship and research; to encourage and assist the efforts of the VPGRS to secure financial resources for the funding of graduate fellowships and assistantships.
2. Personnel: to propose standards for membership in the Graduate Faculties; to accept credentials for new appointments to the Graduate Faculties; to provide input to promotion deliberations at the request of the Provost and/or of the graduate group.
3. Admissions and Fellowships: to set standards for admission to graduate study at the University; to direct the allocations of University fellowship monies; to oversee the formulation and implementation of University policies governing research and teaching assistantships.
4. Instruction: to recommend degree requirements; to review and approve courses for graduate credit at the University, in cooperation with the committees on instruction or equivalent bodies of the various schools.
5. Students' Interests: to play an ombudsman-like role in the facilitation of students' welfare and progress towards the degree.

The Planning and Review Committee, the Instruction Committee and the Students' Interest Committee would have graduate student members; the Personnel Committee and the Admissions and Fellowship Committees may have student representatives at some of their deliberations.

III. The Council of Graduate Deans

A. Organization. The Dean or Director (or designated representative) of each Faculty with faculty members engaged in M.A. or Ph.D. degree programs shall serve on this Council.

B. Duties.

1. The Council of Graduate Deans shall concern itself with administrative issues related to graduate education, particularly when these issues cross school, faculty or responsibility center lines.
2. The Council collectively or individual school representatives, as

seems appropriate, shall mediate between schools, faculties, responsibility centers, and departments on the one hand, and graduate groups on the other, in matters of budget, appointments, promotions, salaries, space, etc., particularly when graduate groups and departments do not have exactly the same membership. In this the Council representatives will seek the formal advice of the graduate group chairperson and the department chairperson who shall in turn consult their respective faculties.

Recommendations for Reorganization Among Graduate Groups

A. To achieve the fullest exchange and cooperation among the graduate groups conducting Ph.D. programs in the biological and medical sciences* and to provide these groups with an intellectual focus presently missing since these groups are drawn from different school faculties, the graduate groups in the biological and medical sciences should be included under the jurisdiction of a senior academic officer. That officer should be nominated by the groups themselves, and should represent the groups in the councils of the University, particularly the Council of Graduate Deans. The joint subcommittee is divided on the question of whether that officer should be a "free-standing" associate vice-provost appointed by the President and responsible directly to the Provost and President or an associate dean of the Faculty of Arts and Sciences and hence appointed by the Dean of FAS. In the latter case this associate dean would be the officer responsible for all graduate groups in the natural sciences. The added faculty would not be voting members of the Faculty of Arts and Sciences. In either case, the officer will work closely with the deans of the schools from which the biological and medical faculty are drawn. It is not intended that any significant budgetary modifications be made in connection with this proposal.

B. We recommend that some arrangement be made for partitioning the graduate programs in the Wharton School so that that faculty has adequate voting rights in the Council of the Graduate Faculties, organized under the principle one graduate group one vote.

Joint Senate Advisory Committee and Educational Policy Committee on Graduate Education

From the Senate Advisory Committee:

Ralph D. Amado, professor of physics
Fred Karush, professor of microbiology
Robert F. Lucid, professor of English
Ann R. Miller, associate professor of sociology

From the Educational Policy Committee of Council:

Helen C. Davies, associate professor of microbiology
James C. Davis, associate professor of history
John Andrew Feldman, graduate student in history
Larry P. Gross, associate professor of communications
Sandra Lemaster, graduate student in microbiology
Morris Mendelson, professor of finance
Ralph M. Showers, professor of electrical engineering

*These include the eleven graduate groups (Anatomy, Biochemistry, Biophysics, Comparative Medical Sciences, Immunology, Microbiology, Molecular Biology, Parasitology, Pathology, Pharmacology, Physiology) drawn from the Schools of Medicine, Dental Medicine, and Veterinary Medicine; the Wistar Institute and the Institute for Cancer Research; and Biology and Psychology from the Faculty of Arts and Sciences.

STATISTICAL CONSULTING LAB

Under an initial grant from the McNeil Laboratories, the Department of Statistics has established a University-wide Statistical Consulting Laboratory in E-223 Dietrich Hall. Questions about services should be directed to Professor John S. de Cani at Ext. 8226.

NEW FROM THE PRESS

The University of Pennsylvania Press announces the publication of the following new volumes in recent weeks:

The Family in History edited by Charles E. Rosenberg.* \$10.00. An investigation of the behavioral options of the family of the past.
Felony & Misdemeanor by Julius Goebel, Jr., with an introduction by Edward Peters.* \$6.95 paper. This classic, now brought back into print, traces early criminal procedure, its development on the Continent, and its imposition on the conquered kingdom of Anglo-Saxon England in the centuries that followed the Norman Conquest.

The New Guide to the Diplomatic Archives of Western Europe edited by Daniel H. Thomas and Lynn M. Case.* \$10. A scholar's guidebook for locating and using the documents in the diplomatic archives of Western Europe (with Greece and Finland included).

Portrait of an Early American Family: The Shippens of Pennsylvania Across Five Generations by Randolph S. Klein. \$14.00 illustrated. Insights into the economic, social, and political life of early America through the study of a major local family.

Sixteenth-Century Imprints in the Libraries of the University of Pennsylvania by M.A. Shaaber.* \$16.00 cloth. An alphabetical list by author of more than 9,000 sixteenth-century imprints, many of them rare, in the University's libraries, with brief bibliographical descriptions, an index of printers, publishers, and booksellers.

To order a Press catalogue or book, contact the University of Pennsylvania Press, Ext. 6261.

*Penn faculty member

LETTERS

REPORT FROM NIGERIA

Over the Christmas vacation, I had the pleasure of visiting Nigeria, West Africa, under the sponsorship of the Alafia Institute of Ibadan, a private school founded and headed by Mrs. Janet Bolarinwa, the parent of three students who are currently here at the University of Pennsylvania. With the assistance of our Alumni Relations Office, I was also able to contact enough Pennsylvania graduates there to establish an alumni club, based on the campus of the University of Ibadan with Dr. Heath, a 1962 graduate of the School of Veterinary Medicine, as its president and Dr. Sayode, a 1973 graduate of the Faculty of Arts and Sciences, as secretary. This new group is anxious to have closer ties with Pennsylvania and to play a significant role in any type of international education exchange between our two universities. Pennsylvania graduates, parents, and others showed a great deal of interest in our University and its Program for the Eighties.

I should like to report to the University community on two institutions which offer a welcome to our ideas for educational exchange:

University of Ibadan. Founded twenty-eight years ago, this institution is the oldest in Nigeria and is regarded as a major center of learning and research in West Africa. There are ten Pennsylvania graduates on the faculty. Two departments in particular are interested in exploring the possibility of academic linkage with the University of Pennsylvania. The School of Veterinary Medicine at Ibadan has already contacted our own School of Veterinary Medicine with the hope of strengthening the link that now exists. The chairman of the Economics Department will contact the Wharton School in line with an M.B.A. program which is approved by his university and scheduled to have its first few students for academic year October 1976-June 1977. According to the chairman, Ibadan is interested in obtaining assistance in the areas of curriculum development, operations management, business policy, and operations research. The question was raised regarding the chances of having a faculty exchange for 1976-77. This would likely involve professors who will be on sabbatical leave then and those who have an interest in the above areas. Salary ranges between \$16,000 and \$18,000 for the year plus travelling expenses from here to Nigeria. Faculty housing, which is adequate and ranges from one to four bedrooms, is available. The rule of the University of Ibadan is that 10% of one's salary goes for rent. In addition, the university has modern facilities, including a conference center which is equipped with language translators.

University of Ife. As one of the newest institutions in Nigeria (founded in 1961), Ife occupies a most impressive campus with attractive modern buildings. It has a student population of 6,000 enrolled in approximately

nine faculties—Agriculture, the Arts, Sciences, the Social Sciences, Education, Law, and other institutes such as African Studies and Administration. Although entrance requirements are based on the British system, the educational and the administrative procedures lean more towards the American system. Like Ibadan, Ife is financed by the State and Federal governments. The University of Ife now has six Pennsylvania graduates on its various faculties and has shown a strong interest in creating further links between its faculties and those at Pennsylvania. Already, in fact, Professor Oke of Ife's Chemistry Department has written to the Chemistry Department here at Pennsylvania expressing his desire to explore possible exchange programs.

Ife is about 200 miles inland from the coastal capital city, Lagos, and about 100 miles from Ibadan, the International Institute of Tropical Diseases, and the University of Ibadan. At present, an international airport and better roads are being built to link Ibadan and Ife. At the University of Ife, a modern conference center is also under construction. Another convenience offered is faculty housing. This, along with two international agencies in the Ibadan-Ife area, makes Ife an attractive and rewarding place for potential exchange of both professors and students.

If any members of our University are interested in pursuing the ideas already mentioned here, or in proposing others which may strengthen our beginning ties with the universities in Nigeria, I would be very pleased to meet and talk with them.

—Ambrose C. Davis, International Programs Office

THINGS TO DO

LECTURES

As professor of physiological psychology in anatomy, Provost Eliot Stellar lectures this afternoon on *Brain Mechanism in Motivation, Emotion and Hedonic Experience*; part of the Microbiology Lecture Series co-sponsored with the Departments of Biochemistry & Biophysics and Human Genetics.

Dr. Fahil Damara, founder and former chairman of the Special Metals Corporation, conducts a seminar on *Industrial History and the Technology of Vacuum Melting*, February 17, 4 p.m. in the LRSM Auditorium. Sponsors: LRSM and the Department of Metallurgy and Materials Science.

Educating Your Gifted Child is GSE's second Saturday Seminar, starting at 9 a.m. February 28 with Noretta Bingaman of the Pennsylvania Department of Education; ten concurrent group discussions and a luncheon at the Faculty Club follow. Registration deadline: February 18. Fee: \$10. Information: Dr. Albert Oliver, Ext. 7389.

Revolution: this week Dr. Alfred Young of Northern Illinois University discusses the *Revolutionary Movement and the City Workingman* on February 19, while on February 24 Dr. Sacvan Bercovitch explains *Why the Puritans Began the Revolution and How They Won It*. The common denominator: Bicentennial College sponsors both lectures, given at 4:15 p.m. in Houston Hall.

Evolution: Professor of City Planning David Wallace chronicles the ups and downs of Philadelphia's development in the last 50 years as *Making of a City* continues on Channel 12; February 19 at 8 p.m.

Educational Testing Service's Dr. K. Patricia Cross, now Visiting University Professor at the University of Nebraska, calls her higher education lectures *Fresh Out of Trend*. Phi Delta Kappa and CGS sponsor it at 7:30 p.m. February 19 in the Tea Room of the Faculty Club.

With the traditionalist in mind, the Morris Arboretum offers a lecture on *Roses of History*, February 19, 7:30 p.m. (\$4); a workshop on *Miniatures*, February 23, 10 a.m. (\$8, includes materials); and a two-part indoor-outdoor lecture-demonstration, *Harvesting the Sugar Maple*, with pancakes and the fruits of the "harvest" served at the last session, February 21 and 28, 10 a.m. (\$7.50 with no charge for children 7-14 accompanied by an adult). For information: CH 7-5777.

A New Look at the W.P.A.—Government Arts Programs That Benefit the Artist and the Nation. Robert Lewis Shayon, professor of communications, moderates a panel that includes NEH administrators, a copyright expert, an artist and author Jerre Mangione, professor of English, in the second colloquium of a series on art in Philadelphia. February 19, 8 p.m. at the YM/YWHA, Broad and Pine Streets.

The *Food and Society Seminars* continue February 20 at noon in Houston Hall.

Dr. Richard Rubenstein, professor of religion at Florida State and author of several books on Jewish radical theology, speaks at the *Hillel Faculty Group's luncheon-lecture*, February 24 at noon in Hillel. Reservations are required: Ext. 7391.

OPENINGS: CLOSED FOR NOW

In accordance with the OF RECORD memorandum on page 1, no new jobs are posted or published this week. In the future, however, openings that pass review under the new procedure will be listed as the University's Affirmative Action Program indicates.

Chinese cuisine—from raw materials to serving pieces—is discussed by Nancy Cheng, bibliographer of Van Pelt's East Asian collection, when the Faculty Tea Club meets February 24, 1:30 p.m. in the Faculty Club.

The Department of Systems Engineering marks Engineers' Week with a seminar on *Technology Assessment Methodologies* by Professor Kan Chen of the University of Michigan. February 25, 3 p.m. in Alumni Hall, Towne Building.

Harvard sociologist Talcott Parsons, visiting professor at Penn this year, delivers the fourth lecture of a five-part series, *The Dissident Cultural Revolt: Phenomenology, Ethnomethodology, Neo-Marxism and Neo-Behaviorism*. February 25, 4:30 p.m. in the Annenberg School Auditorium.

FILM

For archaeologists, Anglophiles and kids: the Museum's screenings of *Nuer*, a documentary about the African tribe, February 18, 5:30 p.m.; *Lion in Winter*, February 22, 2:30 p.m. and *The Point*, an animated fantasy, February 21, 10:30 a.m.

The Epic That Never Was chronicles a film that never made it: Joseph Von Sternberg's "I, Claudius"—cast, shot, cut and then stuck for 30 years on the wrong side of the studio doors; February 19 at 9:30, February 22 at 7 p.m. Also shown this week at Cinematheque: *Soleil-O*, the story of a young African's disillusionment with Paris; *Le Samourai*, Jean-Pierre Melville's 1967 tribute to the 1940s detective films; and *A Woman Is a Woman*, Godard's only musical. For tickets and program information about the Studio Theatre screenings: Annenberg Box Office, Ext. 6791.

Nora wasn't peculiar to 19th-century Norway; in the February 25 screening at the International Women's Film Festival a contemporary Japanese housewife slams the shoji screen on her own doll's house and leaves her husband to find *A Full Life* for herself. Houston Hall, 7 and 9:30 p.m., \$1.

MIXED BAG

Touched with Fire, the memorial exhibition mounted for the fortieth anniversary of Oliver Wendell Holmes's death, brings the Chief Justice's death mask, letters, photos and his wife's diary to Biddle Law Library now through May 21; open 9 to 5 weekdays.

You know the Bicentennial's a-pun us when you read this one out loud: Penn Glee Club is ready to present *Opus '76: A Bass 'n' Tenoral Celebration*, February 19-21, 8 p.m. at the Annenberg Center. Tickets: \$4 at the Annenberg Box Office, Ext. 6791.

On stage: an evening of *Eastern European folk dancing*, February 21, 7:30 p.m. in the Museum's Harrison Auditorium; \$2. Sponsors: Croatian Cultural Society and the Museum's National Cultures Center.

New Yorker *Bill Butterworth* pours paint on canvas; the results are displayed in the Philomathean Gallery, fourth floor College Hall, February 22 to March 12.

Zellerbach is not for sleeping: Joshua Logan and the cast headed by Anthony Quayle keep the audience awake with song-and-dance among the beer and skittles as *Rip Van Winkle* opens February 24 at 7 p.m. The Washington Irving character caught nappin' in half a dozen ultrapopular versions in the nineteenth century will rise and shine Tuesday through Sunday evenings (8 p.m. except for the opening) through March 6, with 2 p.m. matinees Saturdays and Sundays plus Tuesday, March 2, and Thursday, March 4. Box office for the Western Savings Bank/Annenberg Center Bicentennial Theatre Series production: Ext. 6791.

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