

Almanac

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FROM THE CAMPUS CAMPAIGN:

\$700,000 TOWARD \$5 MILLION FOR THE EIGHTIES

During the 1960s, a capital fund-raising drive for the University raised over \$102 million and dramatically changed the physical environment of our campus. A significant part of that campaign was the contribution by faculty and staff members of \$3.3 million, with 65 percent participation among the tenured faculty. Both figures set national records. They were cited extensively and effectively in raising the many millions more that came from beyond the campus.

Now the University has set out upon another major five-year campaign, this time for \$255 million. The Program for the Eighties, as it is called, is designed mainly to invigorate the academic programs, the intellectual atmosphere and the support of students and faculty on our campus.

Again, we believe that large-scale participation within the University would be a strategic factor in assuring the success of the campaign. The Trustees, for their part, have already shown their remarkable dedication to Pennsylvania by pledging \$32.4 million. Your Campus Committee now requests your support.

We believe it important that we exceed the heights reached in the sixties. We have therefore set a goal of \$5 million in gifts to be sought from members of the campus community. We also aim to surpass the 65 percent participation level achieved by tenured faculty of the last campaign. Of course, we will also seek a high level of participation by the untenured faculty, the part-time faculty, the administration, and the staff.

We are pleased to report that \$700,000 has been contributed by faculty and staff, during the past 16 months, to objectives of the Program for the Eighties. This amount will be credited toward the \$5 million goal.

If our campus commitment to the objectives of the Program for the Eighties is to exert an inspirational influence on others, we shall have to make our decisions early in the campaign. We shall be asking each of you, therefore, to make a contribution or a pledge *this year*. Payment of your gift may be extended over the five-year campaign period.

We recognize that, in some ways, the economic status of the faculty and staff may not appear as rosy today as it did a decade

ago. Nevertheless, it is important to remember that, in the past decade, faculty salaries at Penn (as measured by the AAUP) have moved from near the bottom of the Ivy League to near the top. Furthermore, it is clear that the future welfare of our students and faculty will depend heavily on the success of the Program for the Eighties which is essential in maintaining the University as a top quality educational institution. Certainly it behooves us to do all we can to help it succeed.

You will soon be receiving an individual appeal to contribute to this campus campaign. We urge you to give it your most thoughtful consideration. Whatever commitment you can make, great or small, will be a vote of encouragement. Some of you may wish to designate your contributions for a special purpose. One especially central to the University and much in need of added support is the Library.

As was the case in the campaign of the sixties, all contributions and pledges, unless otherwise designated by the donors, will be strictly anonymous. No one among your colleagues need know whether or not you contribute—nor how much you give. The Campus Committee will be informed periodically by the Treasurer's Office of total dollars subscribed and total numbers of contributors. We shall report our progress periodically to the campus in the months through January 1977.

The Campus Committee is setting up subcommittees to carry this appeal to various special groups on the campus. Such subcommittees are planned for students, staff employees and the Schools of Medicine, Dental Medicine and Veterinary Medicine. Although much of the campus campaign solicitation will be conducted by mail, we shall be pleased to meet with any individuals or groups who may wish fuller information. Just let your wishes be known to any committee member; their names will be on the letterhead of the appeal you will receive soon.



*Benjamin Franklin Professor of Chemistry
Chairman, Campus Committee*

WXPN POLICY & STANDARDS

CAMPUS HEARINGS: APRIL 16

The new WXPN Board for Policy and Standards has scheduled open hearings Friday, April 16, to gather information for policy-making. Chairman Robert L. Shayon has announced. There will be two sessions, both held in the studios of the Moore School of Electrical Engineering, where they will be videotaped to be transcribed for future use.

The hearings are open to the University community. Any member of the University may send or bring a written statement to be included in the record of the hearings. Time permitting, comments will be invited from the audience.

Panel A: From 9 a.m. to 11 a.m., invited alumni and alumnae of three periods in the station's history will give presentations on the standards and policies that were followed from 1950-59, from 1960-67 and from 1967 to the present.

Panel B: From 11 a.m. to 12:30 p.m., students who hold diverse views of WXPN's current operation will be heard. Invited are current General Manager James Garner; Robert Frieden, a student who has taken an active interest in WXPN policies; Michael Hanlon, chairman of the Undergraduate Assembly; and David Levine, chairman of the Student Activities Council.

Present for both panels will be invited representatives of National Public Radio, a network arm of public and educational radio. During a box lunch session in the studio they will give the Board their views on how WXPN's past and present operations compare with those of other campus stations in the U.S.

Proposal for a New Clinical Faculty Track in the Medical School

*Report of the Senate Committee on the Faculty
February 27, 1976*

1. Background

The committee has reviewed a proposal submitted to the Faculty Senate by Dean Edward J. Stemmler on behalf of the School of Medicine. This would establish an elective, nontenured, continuing employment track for certain clinical faculty in the school. In the judgment of the committee, the proposal is in principle a positive one. Its purpose is similar to that of other medical schools (Harvard University and Stanford University are known examples) which have acted recently to separate individuals whose primary interests are academic, that is in research and teaching, from other individuals who choose to devote themselves primarily to practice and transmission of medical knowledge in a practice setting within the University.

In reviewing the proposal the committee has taken account of the earlier discussion and approval by the Faculty Senate and the University Council of the establishment of two groups of University of Pennsylvania faculty, a Standing Faculty and an Associate Faculty. This recommendation is now being implemented in the Provost's Office. It is the understanding of the committee that such implementation will provide for a distinction in the titles applicable to persons who are members of each faculty. The original proposal from Dean Stemmler called for a "standard University professorial title but with a modification at the end of the title (CE)." For greater clarity and in line with the kind of title approved for Associate Faculty members, the committee recommends either the title of *Professor* (Associate Professor, Assistant Professor) of *Clinical Medicine* or other specialty or *Professor of Medicine* (or other specialty) at *University Hospital*. (See (e) below.)

The committee has carefully reviewed and has taken account in its recommendations of a number of factors applicable to persons who would hold this title if the proposal is approved. These are their relations to the University, to the medical school and to their practice group; the obligations assumed by the University with respect to payment of their salaries, additional compensation, and fringe benefits (there are no obligations); their rights and privileges as faculty members, including entitlement to benefits available to other A-2 faculty, voting rights, and access to normal grievance procedures; and other related matters.

The committee notes that the original proposal was formulated by the Committee on Tenure of the School of Medicine, that it was discussed at a meeting of the Medical Faculty Senate on May 13, 1975, and submitted to the fully-affiliated faculty of the school, where it was approved in principle by a vote of 229 to 33.

2. Reasons for the proposal

The faculty of the School of Medicine includes individuals who wish to practice medicine in an academic setting, which will also provide an opportunity for them to transmit their knowledge to students, interns, and residents outside the usual classroom setting. These "physician-educators" will not ordinarily be able to do the research and publish the scientific papers which are an important requirement for achieving tenure. The proposal indicates that, unless a means of providing continuing employment in an established practice without attaining tenure is found for persons who voluntarily emphasize practice, it will be increasingly difficult to secure a sufficient number of such clinicians to provide the necessary tutorial guidance for growing classes of medical students and, subsequently, of interns and residents. It is pointed out that doctors are reluctant to be faced with establishing new practices after serving for up to ten years on the faculty of the medical school. Therefore, a way is being sought to provide continuing University employment to this group of faculty members in a relationship which does not involve tenure. The views set forth in the proposal are that:

- (1) "it is ineffective for those schools. . .with needs that are obviously distinct. . .to have to labor under policies that impede specific school goals"; and
- (2) "the proposal will strengthen [the] current academic standards for promotion. . ."

3. Recommendations

The committee makes the following recommendations:

(a) There shall be established a category of full-time clinician-educators, who are members of the Associate Faculty of the University on a nontenured Clinical Faculty track, to take effect on July 1, 1976, or as soon thereafter as is administratively practicable.

(b) These persons will be full-time A-2 members of the Associate Faculty of the University.¹

(c) Their appointment will be made on recommendations of their clinical department faculty through the departmental chairman to the Dean of the School of Medicine. To take effect, an appointment or promotion must be reviewed and approved by the School of Medicine's Committee on Appointments and Promotions, utilizing general criteria defined and agreed to by the voting faculty of the school. It must also be reviewed and approved in normal course by the Provost's Staff Conference.

(d) Termination of employment for persons who have chosen, and entered into work on, the nontenure track will be made only because of (1) failure to secure promotion by the end of the probationary period,

which shall not exceed ten years; (2) attainment of any required retirement age; (3) lack of funds from practice to pay their salaries; or (4) for "just cause" as customarily determined within the University. (See (j) below.)

(e) To assure conformity with nomenclature approved for University faculty with an Associate relationship, appointees with a professorial rank will hold the modified title of Assistant Professor, Associate Professor, or Professor of Medicine, Surgery, or other specialty, as appropriate.² That is, a clear and correct modifier must be attached to the professorial title.³ Whatever title is chosen is to be written in full whenever used in documents, in listings of University personnel, and in correspondence.

(f) There will be an initial three-year appointment and a single track for all full-time medical faculty who are first appointed to nontenured positions. These faculty members will choose at the time of their appointment either a seven-year track or a ten-year track probationary period. Those on the seven-year track, after three years of service, will be required to choose between the traditional tenure track or the new nontenure track for clinician-educators. No subsequent change from a tenure to a nontenure track will be allowed. Similarly, those on the ten-year track, after six years of service, will choose between the two tracks with no subsequent change from tenure to nontenure track permitted.⁴ Persons from outside the school faculty with appropriate experience and credentials for initial appointment at senior ranks will ordinarily join immediately with the Standing Faculty (with tenure) or the Associate Faculty (without tenure).

(g) All clinician-educators will have written contracts with the departmental (or interdepartmental) practice groups which employ them. The contracts may vary in detail by department to meet the needs of different types of practice groups. However, except for salary amounts, contracts within practice groups would be of the same kind for all appointees in this category and would include a clear statement of:

- the conditions of employment;
- the circumstances under which the contract can be terminated;
- the responsibility of the practice group for payment of all earned income and all specified benefits; and
- the right of the person to due process by mechanisms available to all University faculty in the event of grievances or alleged failure to protect the individual rights accorded a faculty member.

(h) Inasmuch as benefits are not restricted to tenured employees of the University, appointees will be entitled to full University faculty benefits. Leaves are not an unconditional benefit, whether for scholarly or other purposes, and will be granted only when determined on an individual basis to be in the interest both of the individual and of the practice group. All benefits will be paid from the practice, none from University appropriations.

(i) A faculty member on this track will be required to devote his full professional time to activities on behalf of his or her practice group and the School of Medicine. All practice earnings will be returned to the School of Medicine. Salaries and bonuses will conform to School of Medicine policies. The faculty member will be subject to University policy on conflict of interest except that he or she will not be permitted to devote any time to employment in independent professional practice.

(j) Except for the restriction on outside employment (section i), persons in this category will share all rights and privileges of other School of Medicine faculty. Should grievances arise which are not resolved administratively, appointees may seek adjudication through the established mechanism of the Grievance Commission (*Almanac* May 21, 1974) and the School Committee on Academic Freedom and Responsibility, as appropriate to the circumstance.

(k) At no time shall the voting strength of faculty members on the new clinical faculty track exceed 25 percent of the voting strength of the faculty of the School of Medicine as a whole.

(l) Whether persons on the new track shall be voting members of the faculty and of the Faculty Senate will be determined by future decisions on the voting status of the Associate Faculty.⁵

(m) If approved, these recommendations will apply to all persons appointed beginning with the 1976-77 academic year and to full-time, nontenured clinician-educators already on the faculty of the School of Medicine who voluntarily choose to be placed on the new track within six months of their notification of its availability. Written notification of this option shall be given at an early date following its approval to all eligible medical faculty members and is to include a statement limiting the period of any individual's probationary service to a maximum of ten years from the date of appointment to the Assistant Professor level.

Nothing in these recommendations is intended to change the status of nor to increase or decrease the rights and obligations of other persons presently on the full-time faculty of the School of Medicine.

Respectfully submitted,

Ralph D. Amado (Physics), ex officio
Stuart W. Churchill (Chemical Engineering)
David Cornfeld (Pediatrics)
Lucienne Frappier-Mazur (Romance Languages)
William G. Grigsby (City Planning)
Lynn Lees (History)
Robert F. Lucid (English), ex officio
Vivianne T. Nachmias (Anatomy, Med)
Benjamin S.P. Shen (Astronomy), Chairman
Robert Summers (Economics)
Vincent H. Whitney (Sociology & Demography)

The establishment of a Standing and an Associate Faculty was recommended in reports of the Faculty Senate Committee on the Faculty and accepted at the Senate meeting held on October 30, 1974. These divisions were then recommended by the University Council's Committee on Faculty Affairs (see *Almanac* May 13, 1975, pp. 13-14).

²The results of a mail ballot sent to the fully-affiliated medical faculty on the question of an academic title for persons selecting the new track were as follows:

121—same title as held by the present fully-affiliated, fully-salaried faculty, e.g., Professor of Surgery;

33—same title as now held by partially-affiliated faculty, e.g., Clinical Professor of Surgery;

96—a title different from both of the above, e.g., Professor of Clinical Surgery.

³In the judgment of the committee acceptable titles include *Professor of Clinical Medicine* (or *Clinical Surgery*) or other appropriate specialty; and *Professor of Medicine* (or other specialty) at *University Hospital* (or other base hospital). The committee specifically rejects the suggested title of *Professor of Surgery, CE*, whether or not the abbreviation "CE" is spelled out as "Clinician-Educator."

⁴The purpose is to maintain a positive view of the proposed new clinician-educator track. It is necessary to protect against the possibility that individuals could shift to the new career track only because they failed to achieve University tenure after opting for it. On the other hand, it seems desirable in a university setting to encourage persons who have chosen the Associate relationship to shift pathways if, in the course of their work, they undertake significant research and publish their findings and also demonstrate teaching competence.

⁵*The Manual of the Faculty Senate*, 1972, states (p. 7): "As set forth in the Statutes, the Senate consists of the voting members of all the faculties in the University." The Bylaws of the University limit voting faculty to persons who hold appointments as assistant professor, associate professor, or professor. The Report of the Faculty Senate Committee on the Faculty (see footnote 1) states: "This is interpreted here to limit such voting to these ranks of the Standing Faculty. This is also in conformity with rules on voting in the Faculty Senate." (*Almanac* May 13, 1975, p. 14).

SENATE: WEDNESDAY, APRIL 28 3-6 P.M. 102 NEW CHEMISTRY

Scheduled for action are a by-laws change concerning the Committee on the Economic Status of the Faculty; the above report (to be presented by Chairman-Elect Robert Lucid); and the report of the Joint Committee on Administration chaired by Clifton Cherpack (*Almanac* March 16). Discussion on graduate education (*Almanac* February 17) may be followed by action also.

Information reports will include the outgoing message of Chairman Ralph Amado and a special report by Charles C. Price on the campus campaign as well as reports of standing committees.

Rationalizing Collections and Reallocating Resources:

Three Proposals from the Director of Libraries

by Richard De Gennaro

In response to severe budgetary pressures, my associates and I have been searching for ways to strengthen the libraries by eliminating marginal or unproductive functions and reallocating a larger proportion of the Library's budget to books and journals. To this end, we have developed a plan which would remove the present conceptual, administrative, and physical barriers which tend to divide the University's humanities and social sciences collections into the special preserves of particular graduate schools. The plan fosters a more appropriate concept, which is that these library collections are a University resource which should be centrally funded, organized, and administered, so as to provide maximum comprehensiveness and accessibility at the lowest possible cost. Although the current fiscal crisis has provided

the incentive and created the political climate which makes the plan feasible, the changes proposed are highly desirable in themselves and should not be viewed as a series of regrettable but necessary economy measures.

The plan has three closely related but separately implementable proposals. It calls for the merger of the Education, Lippincott, and Fine Arts Library collections into the main Van Pelt stack collections. The Penniman Library would be substantially reduced in size, and it is proposed that the Fine Arts Library be moved into the major portion of what is now Penniman space. In addition to centralizing closely related collections, improving services to users, and making more effective use of library space, the plan would permit significant staff reductions—by attrition, as is our policy—and the reallocation of substantial sums of money to the Library's book and journal budget.

These proposals have been submitted to the President and Provost as well as to the deans of each of the three graduate schools concerned and are under active consideration. They are also being studied by the various library committees. Since they would affect a broad range of library users and not just those directly affiliated with the three schools, I am taking this opportunity to share them with the University community in an effort to stimulate discussion and elicit responses. The following is a brief rationale and description of each of the three proposals that make up the plan.

I. The Penniman Education Library

In recent years we have become increasingly concerned about the educational rationale and economic justification for the continued maintenance of a separate education library to serve the needs of the Graduate School of Education. The present Penniman facility was planned in the early 1960s for a large and expanding school of 1500 full-time students. By 1972 the number had dropped to 498, and by 1975 there were only 200 full-time and another 270 part-time students. The use of the Penniman Library has been declining steadily since it opened in 1967 and it has now reached a point where the staff sometimes outnumber the users, and, on the average, only a small percentage of the library's 266

seats are in use at any time. A substantial amount of this use is by students and teachers not connected with Penn.

Moreover, given the reorientation of the GSE toward training scholars and researchers rather than classroom teachers, it is difficult to rationalize the continued maintenance of a separate library and stack collection for education. Faculty and graduate students with this research orientation would be better served by having the education collections as an integral part of the main stack sequence in Van Pelt rather than being exposed only to the limited subject collections in Penniman. Since the subject of education is of interest to all users of the Van Pelt stacks, their convenience would also be better served if education were integrated into the main stack collections and serviced from the Van Pelt reference and circulation desks.

For these reasons and because of the acute budgetary pressures that now face the University Library, we believe that it is no longer possible to justify the continued maintenance of a full-scale separate education library for the GSE, and we are preparing to implement a plan which looks to the integration of nearly all education library services and collections into the main library at the end of this current academic year.

Under this plan, the education reference, circulation, and reserve collections would be transferred to, and merged with, corresponding units in Van Pelt. The education collections which are now shelved in the Penniman stack would be intershelved with the main Dewey and Library of Congress classifications in Van Pelt. The Penniman Librarian would become the Education Reference Specialist in Van Pelt and the other four staff members would be moved to positions elsewhere in the libraries as vacancies occurred. When the four Penniman positions are eliminated along with other expenses, the annual savings (on the order of \$75,000 a year) would be used to more than double book purchases in education and related subjects. In sum, this plan will make it easier for all users to gain access to a larger and richer education collection at substantially less cost to the University. A "Penniman Library" would continue to exist but it would be of a totally different character and would probably be combined in some way with the Woody Room.

II. The Fine Arts Library

At the present time, the University's art and architecture collections are divided between Van Pelt and the Fine Arts Library. The collections which support city and regional planning, urban studies, and transportation are divided among the Fine Arts, Van Pelt, Lippincott, and Towne School Libraries. The subjects overlap, and the present allocation of collecting responsibilities among these several libraries is largely artificial and difficult for users to understand and for librarians to administer. There is some unnecessary duplication of resources along with many inadvertent gaps in coverage. Since Lippincott's holdings are listed only by main entry in the Public Catalog in Van

Pelt, there is no one catalog that provides full subject access to all these materials and some of them go undetected and unused as a result. All users, including those in the GSFA and the art history department, are frequently frustrated and inconvenienced by the present confusing decentralization of library resources in these subject areas. Our 1974 analysis of library use based on computerized borrowing records indicates that students and faculty from GSFA and the art history department make almost as much use of Van Pelt as they do of the Fine Arts Library and that nearly half the use of the Fine Arts Library is by students and faculty from other schools and departments.

The Fine Arts Library and Slide Collection expenditures totaled \$201,000 in 1974-75, but only \$49,000, or 24 percent, was spent on books and binding. Since all materials except slides are acquired and cataloged by Van Pelt, much of the nonprofessional staff time goes to circulation and security. As the cost of books, journals, and personnel has risen at a much higher rate than the book appropriation of this and other libraries in the last five years, there has been a growing imbalance in the percentage of the library's budget going for the purchase of books and journals. It is in an effort to reverse this trend and to reallocate a larger percentage of the library's budget to materials that we make the following proposals. In addition, although the space in Furness has great architectural distinction, its quality and usefulness from the point of view of a working library leaves much to be desired. The lack of air-conditioning makes it uncomfortable for readers and undesirable for books.

The scheduled integration of the Penniman Education Library collections and services into the main library will free much of the space (11,000 square feet) now occupied by that library on the second floor of the Dietrich wing and all of the space (10,000 square feet) in the third floor stack. I am proposing that the Fine Arts Library be moved into that space. The space occupied by Fine Arts in Furness is about 10,000 square feet of reading room and staff space on the first floor and approximately 9,500 square feet more in the three stack levels. While the size of the two spaces is nearly equal, the space in the Dietrich-Van Pelt complex is better suited for library needs, more efficient, and much more flexible and expandable.

The noncirculating reference collection, the reserve function, the current periodicals, and the pamphlet collections would all be located in the reading room space formerly occupied by the Education Library. The University Library's art and architecture collections, which are now divided between the main library and the Fine Arts Library, would be merged into a single collection and located on the third floor of the Dietrich stack where they would be easily accessible to all users. The city planning and regional studies materials would also be merged with the Van Pelt and Lippincott materials to form a single collection which would be located on the same floor. Books in other classes would be merged with the main collections in Van Pelt—largely on the fourth and fifth levels of the Dietrich wing. The slide collection would stay in its present quarters where it is most convenient to faculty. The Fine Arts Rare Books Room and collection could also stay where it is in Furness although space in Van Pelt could be provided if this seemed desirable.

The Fine Arts Library would retain its identity in this new location but it would function as a major division of the main library. Since its stack collections would be part of the main collections, it would no longer require a separate catalog—all material would be listed in, and accessible through, the main Public Catalog in Van Pelt. Since it would no longer require a separate circulation staff and computer terminal, the cost savings would come to approximately \$45,000 a year—a sum nearly equal to the total expenditures for books and journals in the Fine Arts Library last year. These savings would be used to double the Fine Arts book appropriation.

The move would also rehouse the Fine Arts Library in more efficient and modern library space and increase the accessibility of

the University's art and architecture collections. The educational advantage of a single combined art and architecture collection and the increased convenience to all library users make this move highly desirable quite apart from the substantial savings in annual operating costs. Moreover, the space now occupied by the Fine Arts Library in the Furness building could be used for a more appropriate purpose such as an archive for the drawings and papers of distinguished architects, with the Louis Kahn and Paul Cret collections serving as the nucleus. In any case, the central purpose of the Fine Arts Library should not be subordinated to that of serving as a suitable occupant for an historic building.

If this proposed move were acceptable, it could be made by the end of the summer of 1977 with little inconvenience to users.

III. The Lippincott Library

The Lippincott Library was originally established as special working library to serve the instructional needs of Wharton students. It was moved from its old location on the fourth floor of Logan Hall to its present quarters in the new Dietrich wing of the main library building in 1967. There has been no change either in its basic concept or organization since the move; it functions the way it did in Logan Hall and fails to capitalize on the many advantages afforded by its strategic location in the main library building. It continues to maintain its own card catalog and limited stack collection, it performs all of its own ordering, cataloging, and technical processing operations, and it maintains its own circulation records.

Although Lippincott is thought to be the primary research library of the Wharton School in the same way that the Law and Medical Libraries are the primary libraries of those schools, statistics do not support this assumption. A 1974 analysis of library use based on computerized borrowing records shows that Wharton faculty and students borrow only about a third of their books from Lippincott and the rest mostly from Van Pelt. The analysis also shows that Lippincott is a valuable resource for faculty and students not affiliated with Wharton; they accounted for 41 percent of Lippincott's regular circulation.

Given the University's worsening budget situation, given the rapidly increasing cost of books and journals and salaries and benefits, and given the growing imbalance between the amount spent on these two critical categories—the ratio in Lippincott is now 79 percent for personnel as against 19 percent for books and journals—it seems an appropriate time to reconsider the mission and structure of the Lippincott Library and its relationship to the main library. We have given this matter serious study and offer the following specific proposals for consideration:

1. We should strengthen the Lippincott Library as the Wharton School's special library by recognizing the importance of the main library's vast collections in the humanities and social sciences for Wharton's needs. Retaining Lippincott's special identity, we should move toward coordinating its services and collections more closely with those of Van Pelt so that it would operate as a major division of the main library rather than as a separate library-within-a-library.

2. Lippincott's separate ordering, receiving, cataloging, and preparations functions should be centralized in Van Pelt where they can be performed at considerably lower cost. The Van Pelt Technical Processing Department acquires and processes upwards of 60,000 items a year for all libraries in the University except Law, Medicine, and Dental Medicine, and it could absorb the estimated 5,000 items that Lippincott adds each year without a significant addition in staff. If this were done, several clerical positions and other costs could be eliminated for a total savings of \$65,000 a year—an amount equivalent to Lippincott's total annual expenditures for books and journals. These savings would be used to double the Lippincott book appropriation which, incidentally, would continue as a separate and identifiable account. The book selection function in subjects of primary interest to Wharton would remain with the Lippincott Library staff and the Wharton faculty.

3. The present card catalog in Lippincott records only materials in the Lippincott stack, not the much larger quantity of materials in Van Pelt and elsewhere in the University Library. Under the proposed

reorganization, Wharton users would use the main catalog of the University Library in Van Pelt, which would give them a complete and unified record of all library holdings. The Lippincott Library would continue to maintain a catalog of its Reference Collection and other special materials.

4. Lippincott reference services could be expanded in various ways. For example, they could begin providing bibliographical searches of the growing number of computerized business and economics data bases as is now being done for these and other subject fields by Van Pelt's Data Services Office. They could compile and distribute special bibliographies on subjects of current and frequent interest and conduct more frequent and intensive library orientation for new students.

5. The existing circulation terminal would be moved to the Dietrich Library entrance lobby and would be used as a charging point by anyone leaving the main library by that exit. A separate circulation system for Lippincott would no longer be necessary since this function would become the responsibility of the main library circulation system.

In sum, while the Lippincott Library would become much more closely coordinated with the main Library than it now is—and this would benefit all library users—it would retain its identity as the library of the Wharton School. It would continue to receive and display its full range of current periodicals and financial services and would continue to be the reference center and reserve-book reading facility for the Wharton School. All of its present space would be retained except that what is now thought of as the Lippincott stack would merely become an extension of the main stack. Partitions would be removed, the doors would be unlocked, and the elevators would be rekeyed to serve all floors.

If a restructuring of the Lippincott Library along these lines were agreed upon soon, implementation could begin and all the proposed changes could probably be completed by the end of the summer of 1977 with little or no inconvenience to users.

Conclusion

The three foregoing proposals are closely related and are designed to remove present barriers, increase the accessibility, and strengthen the humanities and social sciences collections in the central library. The subjects covered by these three libraries overlap in many areas with those covered by Van Pelt and the collections as presently organized are expensive to administer and difficult to use. The total annual savings that would accrue from this consolidation of collections and elimination of unessential services would eventually amount to some \$200,000 a year, most of which would be used to augment the library's book appropriations in these and related subject areas. This is nearly half the annual income that the Program for the Eighties will produce for the Library if its goal of \$8,000,000 is achieved. If these proposals were accepted and implemented the result would be the same as if a donor made a gift of almost \$4,000,000 to the Library's book-endowment funds.

The price we would pay for this gift is that each of the three graduate schools concerned might lose some small measure of the prestige and status that a totally separate library appears to give to a school. The question seems to be this: are we ready to give up some the appearances of scholarship in return for more of the substance? The answer must ultimately come from the graduate schools because changes of this nature and magnitude cannot and should not be made by administrative fiat of the Director of Libraries.

One final point must be made. This plan will help the Library to recover some lost ground in some subjects but it will not rescue it from the critical situation in which it finds itself with respect to its inadequate book funds, particularly in the sciences. The economies that result from moves such as these cannot be a substitute for regular annual increases in book appropriations large enough to enable the Library to keep pace with the inflation in book and journal prices. The ultimate solution to Penn's library problem does not lie in reallocating the Library's limited existing resources. What is required is a reallocation of University resources so that the Library receives a larger share.

THE PARENTS ARE COMING

April 9 and 10 is a weekend for the parent who has everything, including a child at the University of Pennsylvania. Parents Weekend begins on Friday with classes, conferences with deans, tours, talks, a symposium on "The Quality of Life at Pennsylvania," and the president's reception.

The annual Spring Fling in the Lower Quadrangle coincides with Parents Weekend; art exhibits, an international bazaar, student musicians, and square dancing are featured. Parents can also find information on weekend sports events, films, plays, and exhibits at the registration/information center in Houston Hall.

Of particular interest may be the 10 percent discount available to parents at the University Bookstore.

For any visitors who become lost, or for students who are worried about their parents, there will be a specially staffed phone in Houston Hall: 243-8899.

BRITISH & AMERICAN SCHOLARS WERE HERE

The University awarded honorary doctor of humane letters degrees to four American and British scholars at a special convocation on April 1, held as part of the joint meeting of the American Studies Association and the British Association of American Studies.

Recipients were Daniel Aaron, Victor S. Thomas Professor of English at Harvard University and the author of *The Unwritten War: American Writers and the Civil War*; Marcus Cunliffe of the University of Sussex, the first person to hold an appointment in American studies at a British institution; Howard Mumford Jones, Abbot Lawrence Lowell Professor Emeritus of Humanities at Harvard University and author of the Pulitzer Prize-winning book, *O Strange New World*; and Margaret Mead, curator emeritus of ethnology at the American Museum of Natural History and author of 24 books on anthropology and culture.

After President Martin Meyerson presented the degrees, Dr. Cunliffe, a biographer of George Washington, delivered the principal address, entitled "Royalty and Republicanism: George III and George Washington."

The convocation was one of a series scheduled to observe the American bicentennial.

OPENINGS

Under new procedures announced in Almanac February 17, openings in the University can be listed only after position review in the President's Office. Following are the positions now eligible to be filled. (Dates in parentheses refer to dates of issues in which full job description last appeared.)

University employees interested in these positions should call the Personnel Department, Ext. 7285, for appointments.

ADMINISTRATIVE/PROFESSIONAL

ASSISTANT COMPTROLLER (3-9-76).

ASSISTANT DIRECTOR STUDENT FINANCIAL AID (3-16-76).

ASSISTANT VICE-PROVOST FOR UNDERGRADUATE STUDIES AND UNIVERSITY LIFE to represent the Vice-Provost in matters of undergraduate education and academic and nonacademic advising where appropriate; chair the Coordinating Committee on Advising and work with other administrators in long-range planning and administration of advising and related services; plan for innovation and implementation of more efficient university-wide advising systems; supervise writing and production of publications from the US/UL Office to other administrative offices and to students; supervise mailing of materials to freshmen during the summer; act as "student advocate" for academic advising problems in and among undergraduate schools; prepare reports, evaluations and analyses of

advising and related services; perform related functions as assigned; *Qualifications:* Doctoral degree preferred. At least four years' responsible experience in university administration. Some teaching and advising experience desirable. Knowledge of faculty and administrative procedures; ability to work effectively with deans, faculty, administrators and students; excellent analytic, writing and communication skills; ability to evaluate and determine priorities. *Salary to be determined.*

JUNIOR RESEARCH SPECIALIST I (3-16-76).

RESEARCH SPECIALIST II (3-30-76).

STAFF WRITER II to work with director and editor on conceiving basic format, tone and length of information items (e.g. Development proposals, brochures, periodicals, reports, Annual Giving writing); gather background information; maintain liaison with University and Development offices on various proposals and receive assignments from same. May advise other staff on format of Development-related campaign material. *Qualifications:* Demonstrated writing ability. At least 3-5 years' experience in fund-raising, newspaper, magazine or promotional writing. Knowledge of typographic techniques, layout and other details of publication work. Graduation from recognized college or university or the equivalent. \$10,675-\$13,275.

SUPPORT STAFF

ADMINISTRATIVE ASSISTANT I (3-30-76).

ADMINISTRATIVE ASSISTANT II to supervise all personnel within academic office; review all typing of correspondence, scientific papers (both preliminary and final copy), manuscripts, Ph.D. and other examinations, class handouts, grant proposals and other general items for department faculty; supervises maintenance and permanent department files for all undergraduate grades and records; verify and update information furnished by registrar; provide clerical help for national and international conferences sponsored by the department; supervise student registration; supervise maintenance and distribution of manuscript reprint file. *Qualifications:* Shorthand, typing (statistical-technical), excellent spelling, tact in handling others. Knowledge of campus facilities is invaluable. Business and secretarial college. Three to five years' supervisory experience and exposure to academic office. \$7,050-\$8,600.

BOOKKEEPER to sort, identify and prepare input to the AAG Computer system for gifts received for Alumni Annual Giving, approximately \$3,000,000 annually. Extensive research may be required to properly identify a donor and/or fund. Will be required to learn new system for reporting on the Program for the Eighties. *Qualifications:* Proficiency with adding machine, some typing ability, strong background in (and willingness to perform) highly detailed work. High school graduate with two years' bookkeeping experience; preferably two years' university experience. \$5,700-\$6,750.

CLINICAL PERFUSION TECHNICIAN to work under administrative direction of a physician involved in performing lab tests and operation of heart-lung machine. Performs routine bedside lab tests during long-term partial cardiopulmonary bypass for acute respiratory insufficiency. Responsible for assembling and maintaining open-heart surgical machine; operates this machine during clinical open-heart surgery. Performs related duties as assigned. *Qualifications:* College graduate, previous extracorporeal perfusion experience. Must be willing to work irregular hours and be available for emergency work on weekends and at night. \$10,100-\$12,325.

DELIVERY CLERK to handle all duplicating for department; assist in distribution of general departmental mailings; assist in setting up departmental meetings; assist department chairman when necessary; assist building supervisor in the performance of his duties; perform some duties of building supervisor in his absence; serve as messenger for the department; perform related duties as assigned. *Qualifications:* Knowledge of Xerox, Gestetner, collating and similar machines. Should have the ability and physical strength to assist with handicapped person. Knowledge of University campus. Driver's license needed. \$4,625-\$5,300.

DENTAL ASSISTANT (2) (3-30-76).

ELECTRONICS TECHNICIAN II (3-16-76).

MEDICAL SECRETARY (4) (3-30-76).

PSYCHOLOGY TECHNICIAN to design, conduct and assist with experiments on human subjects and/or animals. Responsible for the analysis of related data, performing such statistical or mathematical analyses as required. Operates various scientific mathematical equipment; may perform and be responsible for automatic or electronic data processing

operations. Conducts psychological experiments; types and edits research reports. *Qualifications:* Undergraduate degree in psychology; typing and editorial skills. \$7,900-\$9,450.

RESEARCH LABORATORY TECHNICIAN III (3-16-76).

RESEARCH LABORATORY TECHNICIAN III (3-9-76).

SECRETARY II (8) (3-30-76).

SECRETARY III (8) (3-30-76).

SECRETARY III to compose and type search letters and file cards, maintain cross files, arrange trips, maintain project expense records and order office supplies. *Qualifications:* Writing ability, reading knowledge and understanding of French, good typing skills. Three years secretarial experience, preferably at a university. \$6,125-\$7,325.

SECRETARY III to arrange appointments, conferences, meetings and trip reservations; record expenditures, pay bills and perform other related bookkeeping activities; inform students, staff and public of university and departmental policies and procedures. Edits and prepares for publication manuscripts, articles or other documents. Maintains and/or prepares budgets, or assists in their preparation. Secretarial duties primarily of a legal nature. *Qualifications:* Excellent typing, ability to meet people, pleasant personality. Experience or business school training in secretarial skills. \$6,125-\$7,325.

STEAM OPERATORS (4) (3-2-76).

WELDER BURNER (2-10-76).

RESEARCH ASSISTANTS (5) (10-20 hrs./week). Temporary positions April 1-June 30, 1976. Responsible for abstracting data from patient records; establishing and maintaining rapport with EMS personnel; conducting reliability and validity testing to insure uniform and accurate collection of data; liaison between project staff and participating hospitals. *Qualifications:* RN with in-hospital experience (preferably emergency department). *Salary to be determined.*

BOOK LISTS DUE

It is University policy that faculty members submit to the Bookstore a list of all books required or recommended for courses offered at the University. Because at least eight weeks are needed for consolidating such orders, I would like to ask that all faculty members make every effort to submit their book requirements for the fall sessions by the middle of May. If this is not possible, a call to Gerald Ritchie, director of the Bookstore, would be most appreciated.

—Eliot Stellar, Provost

THINGS TO DO

LECTURES

Dr. Kanji Ono of the University of California at Los Angeles speaks today at 4 p.m. on *Acoustic Emission* at a colloquium sponsored by the Department of Metallurgy and Materials Science and the Laboratory for Research on the Structure of Matter; room 105, LRSM Building.

Über Kafka auf Deutsch. Dr. Todd C. Hanlin of the Department of Germanic Languages and Literatures delivers an informal lecture about the photo documentary exhibit on Kafka in the Max Kade German Center on April 7 at 4:30 p.m. The exhibit runs through April 8. For details, see *Exhibits* below.

John Mazzola, managing director of the Lincoln Center, presents a talk at 4:30 p.m. April 7 in B-11 Vance Hall. Sponsor: MBAs for the Arts.

A seminar sponsored by the Department of Mechanical Engineering and Applied Mechanics may probe the how of hot honey or the essence of asphalt when Dr. J.P. Harnett, director of the Energy Resources Center at the University of Illinois in Chicago, speaks on *Heat Transfer in Visco-elastic Fluids* April 7 at 3 p.m. in Alumni Hall in the Towne Building.

Charles Dickey of Scott Paper speaks to the Wharton Graduate Finance Association at 4:30 p.m. April 8 in Vance Hall.

The first J. Manheimer Lecture is by Dr. Thomas Eisner, who is in his element speaking on *Insects as Chemists* in the Annenberg School Auditorium April 8 at 8:15 p.m. Dr. Eisner, a biology professor at Cornell

A-1 ORIENTATION: APRIL 8

At the request of A-1 staff members, Training and Staff Development Director Jack Glover will conduct an orientation program for A-1s Thursday, April 8, from 2 to 4 p.m. in the Franklin Room of Houston Hall. The session will concentrate on services and facilities of the University.

A-3 ASSEMBLY: APRIL 20

The A-3 Assembly meets from noon to 1 on April 20 in the Ivy Room of Houston Hall. The next issue of *Almanac* will include the program. For information, call Margaret Sabre, Ext. 5285.

ACCOUNTING: NOT 'TIL MAY

Popular demand has led to the revamping and rescheduling of a University accounting system course, which will be taught by the Comptroller's office in early May. The Office of Training and Staff Development will contact department heads to compile a list of staff members who should take the course. Call Betsy Geist, Ext. 5604 or 6015, for information. (The introductory course beginning April 6, which was announced in the March 30 *Almanac*, has been cancelled.)

University, is sponsored by the Monell Chemical Senses Center.

John Nelder of the Rothamsted Experimental Station in England presents a seminar on *Marginality, the Missing Concept in Linear Models* at 3 p.m. April 9 in Room E-213 Dietrich Hall.

Sweetness and light? The Food and Society Seminars continue their noon meetings on April 9 in Room 9 of Houston Hall as James Smith, psychology professor at Florida State University, illuminates the *Glucose and Saccharin Story*.

Psychiatry: *Areas of Promise and Advancement* is a special symposium with 10 speakers sponsored by the psychiatry department on April 10. The symposium starts at 9:30 a.m. in Room 102 of the Chemistry Building; lunch (\$5) is in the Museum. Reservations are necessary for both the symposium and lunch; call Anne L. Hearn, 662-2489.

Gregory Bateson, the distinguished anthropologist, psychological theorist and researcher, speaks at the April 12 Annenberg Colloquium. A Fellow at the University of California at Santa Cruz and author of *Steps to an Ecology of Mind*, he gives this year's A.V.B. Geoghegan Memorial lecture, *Double Communication, Humor and Insight*, at 2 p.m. in the Colloquium Room of the Annenberg School.

An *Introduction to Greek Coins* will be made by Dr. Donald Lateiner of the classical studies department in Room G-27 of Williams Hall on April 12 at 4 p.m.

Dr. Larry Kramer of the English department continues the Philomathean Society's faculty lecture series with *The Return of the Gods: Keats to Rilke* April 13, 4:30 p.m. 4th floor College Hall.

The Faculty Tea Club hears Dr. Edward J. Stemmler, dean of the School of Medicine, on *New Trends in Medical Education* at 1:30 p.m. April 13 in the Faculty Club. Tea at 3.

Henry Glassie, associate professor of folklore and assistant director of the Folklore Institute at Indiana University, lectures on *The Interpretation of Architecture as an Historical Source* as part of the Bicentennial College lecture series; 4:15 p.m., April 13, Houston Hall.

Anything can happen when Dr. Harvey Brooks shows *The Impossibility of Proving an Impossibility*. Brooks is Gordon McKay Professor of applied physics and former dean of engineering and applied physics at Harvard. This lecture, the final in the Herbert Spencer lecture series, is scheduled for 3 p.m. on April 14 in Alumni Hall of the Towne Building.

Lawrence T. Hoyle, former executive director of the Pennsylvania Crime Commission, speaks on Senate Bill 1 at 7:30 p.m. on April 14 in the Franklin Room of Houston Hall.

Jean Adelman, the University Museum's librarian, gives an on-site review of *The Museum Library: Its History, Mission* April 14 at 3 p.m.

The Graduate School of Fine Arts sponsors *Jose Luis Sert* April 14, 8 p.m., Fine Arts Auditorium.

Anatomy of a Merger? Robert M. Loeffler presents the second annual Thomas A. O'Boyle lecture, sponsored by the Center for the Study of Financial Institutions, April 15 at 4 p.m. in Room 100 Law School. Loeffler, who served as a trustee of the now-defunct Equity Funding Corporation, has titled his talk *Postmortem on a Corporate Fraud*.

EXHIBITS

Paintings and sculptures by *Graduate School of Fine Arts students* are in the Houston Hall Art Gallery through April 28; 9-5 weekdays.

The Women's Cultural Trust puts it *On the Wall* with an exhibit of hangings by Barbara Dirnbach, oils by Bobbi Merker, watercolors by Miho Tanaka, prints by Cynthia Stead, and other female artists' works. The show lasts until April 23 at the WCT Gallery at 3601 Locust; hours are Monday, Tuesday, and Friday, 11 a.m. to 5 p.m.; Wednesday 11 a.m. to 7 p.m.; and Thursday 11 a.m. to 9 p.m.

Photographs by David Chamberlain grace the Harnwell House Gallery until April 11. Chamberlain is artist-in-residence in the Arts College House Pilot Program. Hours are noon to 6 p.m. except Monday. Beginning April 13, the Harnwell House Gallery puts on display photographs by students living in the Harnwell Arts Program/ Arts College House.

A photo documentary exhibition on the life and work of *Franz Kafka* is in the Max Kade German Center from 9 a.m. to 6 p.m. April 7 and from 9 a.m. to 2 p.m. April 8. (See also *Lectures*.)

The early early show at the movies is what you see in *Studies in Human Locomotion*, an exhibit of photographs by Eadweard Muybridge, on display in the Philomathean Art Gallery of College Hall from April 9 to April 30. Muybridge, in 1887, took 100 photographs a second of walking, dancing, and pole-vaulting nudes. Hours are 1 to 5 p.m. on weekdays.

MUSIC

Soprano Doralene Davis with pianist Michael Stairs performs songs of Purcell, Schubert, and Samuel Barber in the *Music at Noon* program April 8 in the Bowl Room of Houston Hall.

Bach's Cantata 198, Renaissance motets, and medieval conductus highlight the University Choir concert on April 9 at 8:30 p.m. in the Chestnut Street Church, 4017 Chestnut.

The final dormitory concert of the spring is scheduled for 8 p.m. April 11 in the Roof Lounge of Harrison House.

FILMS

Benjamin Franklin Professor Robert E. Davies narrates his how-to-survive-it movies, "Rowing the Grand Canyon of the Colorado in a Small Boat" and "Climbing in the Japanese Alps," for the *Outing Club* tonight at 8 p.m., Houston Hall.

"Drive," *He Said*, "I've got the Steel Yard Blues, Easy Rider." That's a mnemonic for Christian Association movies this week, April 8, 9, and 10 respectively; 7:30 and 9:30 p.m., \$1.

The Penn Union Council continues its film series with *The Seduction of Mimi* April 8 at 7:30 and 10:30 p.m. in Irvine Auditorium; *Blazing Saddles* (same times and place) April 9; four W.C. Fields shorts in the Fine Arts Auditorium at midnight April 9; and a Marx Brothers double feature: *Cocoanuts* at 7:30 and 10:30 p.m. and *Horse Feathers* at 9 p.m. and midnight April 10 in the Fine Arts Auditorium. All are \$1 except the W.C. Fields shorts, 50¢.

Heroes, a study of home movies, is the April 14 offering in the Annenberg documentary film series; 4 and 7 p.m. in the Studio Theatre of the Annenberg Center.

MIXED BAG

Food Day *food drop*: Canned goods can be left at the Christian Association all day April 8, later to be distributed to emergency food cupboards serving the elderly and the poor in Philadelphia.

If you ever wanted to, here's your chance: The Interfraternity Council has scheduled a *Dance Marathon* for April 10 and 11, beginning at 11 a.m. April 10; McClelland Hall.

Get to know your neighbors and your nature on the *Family Awareness Walk* on the Wissahickon interpretive trail on April 10 at 10 a.m. at the Morris Arboretum. Arboretum naturalist Betty Derbyshire is the guide.

Fotem, a Turkish folk dance ensemble, performs in Irvine Auditorium at 8 p.m. on April 12; tickets range from \$2.50 (students and groups) to \$5.50, at Houston Hall Ticket Agency.

ALMANAC: 515 Franklin Building (16) Ext. 5274

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