

# Almanac

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- *Fifth Annual Report of the Ombudsman (Freedman)*
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## The Masters

Vice-Provost for Undergraduate Studies and University Life Patricia McFate has announced the selection of new Masters for five of the six College Houses. The masters and their houses are in the following order:

*Dr. Frank Bowman*, professor of romance languages and graduate chairman in French, replaces *Dr. Andre von Gronicka*, professor of German, as Master of the Modern Languages College House. *Dr. Bowman* was the author of the original proposal for a residential language project.

Meanwhile, at Stouffer College House, *Dr. Fred Karush*, professor of microbiology in the School of Medicine, takes over the Mastership from *Dr. Joseph Bordogna*, who has become director of the Moore School of Electrical Engineering. A specialist in immunology, *Dr. Karush* has been at the University for 26 years and was resident Faculty Fellow at Stouffer last year.

Replacing *Dr. Joel Conarro*, associate professor and chairman of English, at Van Pelt College House is *Dr. Alan Kors*, Van Pelt's resident Faculty Fellow since 1971 and associate professor of history. New Faculty Fellows at Van Pelt are *Dr. Burton Rosner*, professor of psychology, and *Dr. Thomas Connolly*, assistant professor of music.

The first Master of the new Health and Society House is *Dr. Samuel Martin*, a professor of medicine and community medicine in the School of Medicine and professor of health care systems in the Wharton School. A former resident scholar in Dunster House at Harvard, he is also executive director of the Leonard Davis Institute of Health Economics.

Associate Professor of American Civilization *Robert Zemsky* becomes Master of Hill House, which he helped found. *Dr. Zemsky*, who also serves as special assistant to the President for planning analysis, succeeds *Dr. Peter Conn*, associate professor and undergrad chairman of English.

Associate Professor of Social Work *Howard Arnold* at DuBois House is the only continuing College House Master.

## PRESIDENT GISCARD: MAY 19

The University will award an honorary doctor of science in economics degree to Valéry Giscard d'Estaing, president of the Republic of France, at a special convocation Wednesday, May 19.

The Bicentennial convocation will be held during a special meeting of the General Assembly of the Commonwealth of Pennsylvania beginning at 3:30 p.m. at the Lewis Quandrangle of Independence Mall.

President Martin Meyerson will confer the degree, recognizing ties of more than two centuries between Penn and France. These date from Founder Benjamin Franklin's pre-Revolutionary activities to help bring France to the Colonists' aid; gifts to Penn's library by both Louis XVI and Napoleon I; honorary degrees to French leaders dating from 1782; and honorary membership of both General Lafayette and his son in the Philomathean Society. Most recent are University programs at the chateau La Napoule near Cannes, and the founding of EUROPENN, the European alumni program, which operates out of Paris.

Although invitations to the ceremony are controlled by the General Assembly, the Office of the Secretary here will make

every effort to secure invitations for faculty and other members of the University who request them, Secretary Donald T. Sheehan said. Requests should be made to him immediately at 112 College Hall, Ext. 7008.

## SENATE

### REPORT ON THE SAC MEETING 5/6/76

Chairman Ralph D. Amado offers the following account of the Senate Advisory Committee's May meeting:

At its meeting on May 5 the Senate Advisory Committee welcomed its new members and discussed the disposition of the graduate education proposals tabled to it at the April 28 Senate meeting. The Advisory Committee (1) reaffirmed its support of the resolutions on graduate education that were submitted to the Senate for the April 28 meeting; (2) appointed Robert Lucid, new chairman, and Britton Harris, new chairman-elect, to serve as a liaison team to work with John Hobstetter and others as they see fit to help develop proposals for the structure of graduate education at Pennsylvania in keeping with the general principles above; (3) requested that John Hobstetter meet with them as soon as possible at a special meeting or at the latest by the regular June meeting in order that the Advisory Committee contribute to the development of the graduate education resolutions.

No action was taken in the name of the Senate.

## DISCUSSION AND ACTION AT THE SPRING MEETING

Chairman Amado opened the April 28 session with a report that the day's agenda was itself a summary of the year's activity. He introduced the Provost's summary of changes in tenure rules, noting concern over the delay in adoption by the administration of rules endorsed by the Senate last year.

Both *Dr. Amado* and Provost Eliot Stellar reported that in addition to summarizing the new rules at the spring meeting, the Provost would take the rules to the Trustees shortly for enabling legislation; publish a detailed memorandum in *Almanac* (now expected in the May 18 issue); and incorporate the new rules in a handbook in preparation.

*Dr. Stellar* noted the three categories of faculty membership called for in the new rules: (1) a Standing Faculty of those with unmodified professorial titles, both tenured and tenure-probationary; (2) an Associate Faculty for those whose titles are modified by terms such as "research, clinical, visiting or adjunct" and (3) an Academic Support Staff of lecturers awaiting the Ph.D., research investigators, postdoctoral fellows and the like. He said that the ten-year probationary period for clinical faculty is now fully implemented; that clarification has been made on the start of the tenure clock for those appointed at mid-year; and that provisions are made to minimize tenure by default.

The Provost said the Senate's proposals on job security for full-time lectures are not accepted in his forthcoming memo but that the University will tighten its contract procedures, and that he would incorporate the day's action on the clinical track in the medical school.\* To a query on early retirement, he responded that the program had been suspended for a while for study of legal and insurance issues, but has been resumed.

The clinical track proposals, introduced by *Dr. Lucid* on behalf

\*See later Trustee action, Page 2.

## TRUSTEE ACTION ON CLINICAL TRACK

The Executive Board of Trustees passed the following resolution Monday, May 10:

WHEREAS, there is in the University a need for the professional services of faculty whose primary interests and activities are in clinical practice and the transmission of medical and related health knowledge in a practice setting within the University, and

WHEREAS, the Faculty Senate has approved in principle the establishment of an appointment category for such faculty,

BE IT RESOLVED, that there shall be established effective July 1, 1976, a category of appointment for full-time clinical faculty, who shall be neither tenured nor in tenure-probationary status, and shall carry titles of the form Professor (or Associate Professor or Assistant Professor) of (specialty) at the University Hospital (or other base hospital), and

RESOLVED FURTHER, that the University of Pennsylvania shall not assume responsibility for the salaries and employee benefits of such faculty, which shall be limited to funds generated through clinical practice, and

RESOLVED FURTHER, that the President and Provost are authorized and directed to establish administrative procedures and regulations for the implementation of this resolution.

of Dr. Benjamin Shen and Dr. Vincent Whitney, were adopted by voice vote with one query by Dr. Andrew Baggeley on extension of the policy to other professional schools. Dr. Lucid replied that the intent was to provide a model for broader application.

Both the by-laws change (making the Economic Status committee chairman the representative of the faculty) and Dr. Clifton Cherpach's Committee on Administration report (to create an Educational Planning committee) passed without comment. Senate also reserved comment on Dr. Phoebe Leboy's Academic Freedom report, which outlined preliminaries to proposals on personnel selection procedures that will be offered in the fall; and sat mute when offered a question period after the Economic Status report delivered by Dr. F. Gerard Adams.

### Graduate Education

On graduate education proposals submitted by Dr. Helen Davies, however, discussion was vigorous from the time Dr. Albert Lloyd called the graduate faculty a "fiction" and proposed his substitute motion to turn over the Ph.D. to the individual schools, with oversight by the deans acting as a body.

Dean Edward F. Stemmler spoke against the Lloyd substitute and in favor of the main motion to form a Council of the Graduate Faculties. Dean Vartan Gregorian spoke against both, noting that "Balkanization is no better than emasculation" and reiterated that the FAS will not allow itself to be reduced to an undergraduate school. He cited the Rosner report, and said FAS would participate in a symbolic University-wide body but not one with the authority indicated for the proposed council headed by Vice-Provost as "pseudodean"—unless Law and Medicine also turn over their professional degrees to the Vice-Provost.

Dr. Henry Teune spoke for decentralization of the Ph.D. Dr. Murray Murphy asked what the point of an FAS was if the GSAS was to be revived. Dr. Robert Rutman spoke in favor of the main motion, injecting the issue of faculty control of criteria and quality vs. administrative (Vice-Provost's) control of them.

Dr. Seymour Mandelbaum described the problem as one of federalism vs. states' rights; he asserted that there is a graduate faculty, as evidenced by the concern expressed for linkages, and argued for "those elements that strengthen centrally."

Vice-Provost Donald Langenberg, referring to Dr. Lloyd's initial statement on the deans' acting as review body, asked if he was to envision seeking unanimity of eight separate schools on questions such as formation of new graduate groups; Dr. Lloyd said the deans' advice need not be unanimous. Dean Stemmler said under the Lloyd proposal in some cases the health area schools would offer three separate Ph.D.s in the same field.

Associate Provost John Hobstetter said some differences (between Dean Gregorian's view and that in the main motion) are "less than they are made to appear" and offered to frame new language if Senate would act to clear the Lloyd substitute. Dr. Lloyd restated his substitute for voting purposes as resolving to "support a Ph.D. degree offered by individual schools." Dr. Jacob Abel then asked if real quality control was possible since graduate groups in different disciplines could "preside over the sinking" of quality if they chose to trade off and accept each other's minimal standards; he said only external review would resolve that.

The Provost said that University planning was predicated on a University-wide Ph.D. and voiced concern that the Senate might vote the Lloyd plan without better grounding.

Dr. Hobstetter summed up "the issue not to be skirted" as the need for a resolution that "no University-wide body can force on a school a program it does not want nor take away one it wants to keep." Dr. Allyn Rickett then proposed the motion to table, which passed by a majority. Part B of the report was tabled on a separate vote.

Completing the announced agenda, Dr. Mitchell Litt reported that the Committee on Students has a study in progress on the living/learning projects, and Dr. Donald Fitts gave Part I of the Committee on Education's report (*Almanac* April 27).

In an open period that followed, Dr. Mandelbaum criticized the tabling of the graduate education issue: in view of the many hours spent and the degree of consensus that had produced the proposal, he said, "the Senate should have played out the cards."

## CORRECTIONS

Under last-minute pressure *Almanac* put into print last week several items based on raw information which its staff did not adequately check with originators after final shaping. We therefore have a number of corrections, with sincere apologies to all concerned:

Page 1: Dr. Samuel Noah Kramer is by no means the "late" Penn professor (he regularly comes to the Museum for continued work on the cuneiform tablet collection) and the fellowship named for him is lodged at Penn rather than Bar-Ilan University. The misunderstanding was *Almanac's*, not that of any of the several contributors to the story. (In the same piece, "Technion" is mistyped as "Technician" on its second reference.) Elsewhere on the page, a typographical error calling Dr. Jonathan Rhoads "Rhodes" is perpetuated in the headline.

Page 8: The language of CB Radio buffs crept into an item on the Amateur Radio Club's next meeting. W3ABT has been invited to submit a letter on the distinction between the two forms of electronic communication. On the same page, the A-3 Assembly has "several" openings on its Coordinating Committee, not "seven."—K.C.G.

## LETTERS

### IN DEFENSE OF LIPPINCOTT

Two of many objections to the director of libraries' proposal for Lippincott in the April 6 *Almanac*:

1. Alleged savings of \$65,000 a year would be a loss of \$65,000 in services, not a gain of \$65,000 in materials. The director recognized the problem in his February 10 *Almanac* article, saying in another context, "The Program money will be a significant and welcome supplement, if in fact it proves to be a supplement and not a displacement for current income." If Wharton can't keep what it earns, the libraries can't keep what they save. Present University policy eliminates incentive.

2. One looking in the Van Pelt catalog for, say, business books about art, finds 19 drawers on art and three drawers on business; none of the 89 preliminary cross-references from art to related subjects includes any to business topics, and none of the 52 preliminary cross-references from business to related subjects includes any to art topics. At Lippincott one finds six cross-references from art to related subjects, all of business interest. Loss of the Lippincott catalog into the Van Pelt catalog would cause research problems difficult for librarians and scholars, and overwhelming for students. Loss of the Lippincott stacks into the Van Pelt stacks would be even worse. And loss of Lippincott's special processing to



Van Pelt's general processing (seriously understaffed and already trying to serve 22 libraries) would be worst of all. An individual is superior to a collective.

Two recommendations:

1. Let University administrators making appropriations adhere to the principles Joseph Wharton enumerated in his deed of trust. After indexing appropriations for services and materials to their inflation, let the director and head librarians have control of any income and savings they can create; make it possible to establish proprietorship so that assets and liabilities are not one.

If the libraries are not to be maintained, then let University administrators making cuts adhere to the principles President Meyerson listed in his five-year review in the April 6 *Almanac*. Wharton is arguably the best business school in the world, not excepting Harvard or Stanford. Wharton requires Lippincott, as Harvard requires Baker. If increased funding for all libraries is not found, then consistent with "selectivity," for example, it is weaker departments that should eventually lose their libraries. Meanwhile, eliminate the many conveniences, such as the Van Pelt vending machine lounge and the Dietrich exit; but not basic needs in services and materials, and certainly not whole libraries at once.

2. If a unified catalog is wanted, let a copy of the Lippincott catalog be added to Van Pelt's catalog; but maintain a Wharton catalog, stacks, and processing. One doesn't dissolve the *Business Periodicals Index* just because its integration with the *Reader's Guide to Periodical Literature* might benefit some users of the latter.

—John Fraser, Clerk, Biddle Law Library

## FEDERALISM VS. STATES' RIGHTS IN GRADUATE EDUCATION

In its meeting on April 28 the Faculty Senate continued a long debate over the structure of the Ph.D. program that has occupied various forums of the University for the better part of the last decade. In the perceptive phrase of Dr. Mandelbaum, the basic issue is one of Federalism versus States' Rights. As the early history of our country demonstrates, the task of balancing the common interest against the appropriately diverse special interests of individual components, and of finding organizational structures that can implement the desired balance, is an inordinately difficult one.

The structure of the University is strongly Federalist in financial matters, perhaps unduly so in the view of schools achieving a (before-tax) surplus. In academic matters, the thrust is all in the direction of States' Rights; and the present debate centers about the wish of certain sectors of the Faculty of Arts and Sciences to eliminate the last vestiges of Federalism from the Ph.D. program. In my own view, it is glaring anomaly to have a University in which the flows among the parts are primarily financial, while academic interactions are either perfunctory or a matter of chance.

The motion offered by the Senate Advisory Committee envisages the Ph.D. as a single University-wide degree (as it has been historically) and supports the continuation of a University-wide faculty presence with concerns and responsibilities related to that degree. Nothing in the proposal would interfere with the autonomy of graduate groups in the conduct of their everyday affairs, nor with their freedom to elevate standards above such minimum levels as might be set for the University as a whole. If any threat exists to the operational autonomy of graduate groups as we have known them, it lies not in the proposed Graduate Council, but in the expanded authority already placed in the hands of the various deans. In the Wharton School, for example, all Ph.D. education has now been amalgamated into a single graduate group administered by a vice-dean and three associate directors, with the advice of a policy committee appointed by the dean and consisting of faculty and students.

The substitute motion of Dr. Lloyd, to the effect that separate and unrelated degrees be conferred by the faculties of each of the several schools involved in the Ph.D. program, is so antithetical to the purposes of the Advisory Committee's motion that Chairman Amado was extremely generous not to have ruled it out of order. This proposal would, of course, require a significant change in the Statutes of the Corporation. By structuring a parochialism into the one area that has traditionally been relatively open to interactions across school boundaries, it would make a mockery of the concept of One University.

Dr. Lloyd has done us a service in carrying to their logical conclusion the arguments of those opposing the Advisory Committee's motion. In the brave new world toward which these opponents would propel us, the members of different schools might meet occasionally at the Faculty Club and twice a year when the Senate convenes. Presumably the deans would continue to meet and transact business on a regular basis. But let there be no administrative structure involving faculty contact across schools for any academic purpose, for that might threaten the control of individual deans over their own turf.

What are the arguments heard in opposition to the Advisory Committee's motion? A major problem seems to lie in finding an acceptable name for a University-wide faculty body concerned with the Ph.D. program. Dean Gregorian has difficulty in dealing with the fact that his faculty, while it is entitled the Faculty of Arts and Sciences and while it comes close to a monopoly of the Arts within the University, has no monopoly at all in the Sciences. It is a fact of life that a great deal of scientific education and scientific research goes on in the three medical schools, in Wharton, and in engineering. To that extent the designation of the Faculty of Arts and Sciences is somewhat imprecise. Brevity may require that we put up with a modest degree of imprecision in titles, but it is counterproductive to confuse the imprecise title with the reality. The term "graduate studies" has sometimes been utilized to denote the University-wide Ph.D. program. This offends Dean Gregorian since there may be some confusion with graduate-professional studies, which are very different in orientation, in educational methodology, and in the kinds of competence certified by the degrees awarded. One solution of this semantic dilemma is for us to be consistent in using the term "graduate-professional" in referring to education leading to the MD or JD or MBA degree, leaving the unhyphenated term "graduate studies" to refer to all programs leading to a research degree in arts and sciences, whether under the auspices of FAS or of a professional school or of an interschool graduate group.

A second difficulty arises from the somewhat dubious proposition that a faculty cannot exist unless it is convened by a dean. Since the right of the Provost to convene any and all faculties (as Provost Goddard did during the sit-in in the late 1960s) is well established, I suggest that the proposed Graduate Council be convened by the Provost, with the Vice-Provost for Graduate Studies and Research serving as vice-chairman.

A third opposition argument is that a council of approximately 70 persons is too large to act effectively. This is about the same size as the University Council and very much smaller than the faculties of arts and sciences, the medical school, the Wharton school, or the engineering college, to say nothing of the Faculty Senate. While no one can deny that the latter groups are unwieldy, I have not heard it claimed that their size is a compelling reason for dispensing with them. Most of the business of these bodies is carried out through their committees, and a similar arrangement is proposed for the Graduate Council.

A fourth argument is that quality control at a University-wide level is quite unnecessary. Everything is of high quality at the University and to suggest otherwise through a preoccupation with the establishment of review mechanisms is somehow ungentelessly. A closely related argument is that review, while desirable, cannot be effectively accomplished by a faculty group. The implication is that quality control must therefore be entirely an administrative matter. Such a position is entirely alien to my own view of the appropriate sharing of responsibility between faculty and administration. Perhaps faculties are not what they used to be, but in the Statutes of the Corporation it is a faculty that determines the qualifications for its own membership and the requirements for admission of its students and the awarding of its degrees. This seems to place considerable responsibility for quality control upon faculty shoulders.

It is as dangerous to generalize about faculty committees as about anything else. Some committees do nothing because their members fail to attend meetings, or view their responsibilities as limited to top-of-the-head reactions to the problems and proposals before them, or are unwilling to take any position that will not be universally popular. Other committees, given a clear charge and reasonable assurance that their recommendations will have some perceptible impact on administrative action, accomplish a great deal. It is fairly easy to judge whether or not the appointing body intends for a committee to do something by observing who is appointed.

I am in substantial agreement with Dr. Abel's position that external committees are required for effective review of departments and graduate groups. However, I would maintain that chemistry and biology and psychology have something useful to say about certain graduate groups in the medical areas and vice versa; that chemistry and physics have something useful to say about certain graduate groups in engineering and vice versa; that economics has something useful to say about Ph.D. programs in finance and management and vice versa. The crucial question is how the necessary external review committees are to be selected. Shall this be left entirely to those under review or could there be useful input from the proposed Graduate Council?

Dr. Hobstetter, in a moment of outstanding generosity, has offered to attempt to mediate the sharply disparate positions expressed at the Senate meeting. To him I commend these thoughts, together with my heartfelt good wishes.

—Jean Crockett, Professor of Finance

## What Purpose Does an Ombudsman Serve?

by James O. Freedman

The Office of the Ombudsman is now five years old. During those five years, from 1971 to 1976, more than 1,300 members of the University community—students, staff, administrators, and faculty members—have sought the assistance of the Ombudsman in handling a wide range of problems.

How does an institution measure the effectiveness of an Ombudsman? Here does it determine whether the function and performance of the Ombudsman justify the human and financial investment required to maintain the Office?

These questions are difficult for most members of the University community to answer, in part because the work of the Office of the Ombudsman is necessarily done in confidence, in part because even those persons who do know something of the Office's work rarely have more than episodic contact with it.

Yet some attempt at understanding the role of the Ombudsman should be made, if only to insure that the Office fulfills the hopes that brought it into being. Left unexamined, the Office of the Ombudsman, like so many other well-meant administrative innovations, could itself gradually succumb to the very tendencies toward bureaucratic staleness and stagnation that breed the day-to-day problems with which it was created to deal.

The effectiveness of the Office of the Ombudsman cannot be measured merely by counting the number of persons seeking its counsel or assistance. Many of those persons bring personal problems not directly related to University rules, decisions, or practices at all, while others bring problems for which relief cannot properly be sought because the University has not acted arbitrarily.

Still, the steady annual increases in the number of those consulting the Office of the Ombudsman—now at a rate of approximately 375 persons each year—seems to me to suggest that many members of the University community feel the need for a personal response or for individualized intervention in coping with what they perceive as the indifferent manner of those who have power over their careers and lives.

This perspective on institutional administration is not, of course, unique to universities. E.F. Schumacher, the British economist, has written in his splendid book, *Small Is Beautiful*, of the dangers inherent in what he terms the social "trend toward vastness." These include:

dangers to the integrity of the individual when he feels as nothing more than a small cog in a vast machine and when the human relationships of his daily working life become increasingly dehumanized; dangers also to efficiency and productivity stemming from ever-growing Parkinsonian bureaucracies.

Whether or not the University is a Parkinsonian bureaucracy, it is not surprising that many persons should so regard it, given the size of its student body and staff and the extent of its administrative

and professorial hierarchy. These people come to the Office of the Ombudsman for assistance in dealing with what they regard as the University's indifference, lethargy, rigidity, stubbornness, or even insouciance in responding to their particular dilemmas.

One of the functions that the Office of the Ombudsman seeks to perform is to persuade University officers to introduce a measure of individualized consideration into decisions affecting the lives and careers of other human beings. The mission of the Office of the Ombudsman, in significant part, is to persuade professors and administrators to explain why they treated particular individuals in the manner they did, rather than merely permitting them to ascribe the treatment to the fact that a rule is an inflexible rule, always and without regard to individual exigencies.

Many persons who consult the Office of the Ombudsman do so because they are facing problems—often personal crises—of the most serious character. They may be students accused of plagiarism or cheating—charges which, if true, could result in their expulsion from the University. They may be faculty members accused of using their academic authority over students in impermissibly coercive ways—charges which, if true, could justify termination of their tenure. They may be secretaries accused of inadequate performance—charges which, if true, could result in the loss not only of their employment but also of the tuition benefits that their undergraduate children are receiving.

Such persons come to the Office of the Ombudsman because they desperately need advice and support and know nowhere else within the University to turn. In many of these instances the Office of the Ombudsman can do no more than try to listen sympathetically, particularly when circumstances have left the individual few effective options.

For many individuals, the performance of these two functions—the provision of individualized attention and the offering of sympathetic support—makes all the difference between an enduring resentment toward the University for treating them unfairly or callously and a genuine gratitude toward the University for creating an institutional opportunity for sympathetic notice to be taken of their plight. Universities that care about the quality of their communal life do well to heed Linda Loman's counsel to Willy's sons, "Attention must be paid."

Traditionally, one measure of the effectiveness of an Office of the Ombudsman has been its capacity in individual cases to cut through the red tape that often binds an institution's bureaucracy. This is an important function, as anyone who has ever become entangled in red tape can attest.

But a more significant measure of an Ombudsman's effectiveness may be his capacity to achieve systemic reform by persuading deans, administrators, and faculties to modify rules or practices that recurrently give rise to complaints about the amount of red tape attached to them. If an Ombudsman is effective in



drawing an institution's attention to such recurring problems and enlisting its good sense in responding to them, many categories of complaints ought to diminish as the years pass.

In fact, many problems that appeared over and over again during the early years of the Office of the Ombudsman now appear rarely, primarily because University officials have modified a great many rules in response to patterns of repeated complaints. In many instances, it was the existence of the Office of the Ombudsman as a systematic compiler of complaints that made clear the full extent to which a particular rule was causing disproportionate distress or anger, even though it may have been arguably fair or sensible in some abstract sense.

There are many instances, of course, in which an Ombudsman fails to persuade an administrator or faculty member to modify an action that strikes him as approaching the point where fairness becomes harshness. Yet even in these cases, the insistence of the Ombudsman that rules and practices be justified by their reasonableness and their relationship to sound educational policy may help to sustain a sense of ultimate obligation in the exercise of authority that is central to a university's self-respect.

None of these functions is easily evaluated or its benefits quantified. But the existence of the Office of the Ombudsman to perform these functions can improve the quality of institutional life in ways that it would be shortsighted to ignore. One of the true marks of a great university, as of a civilized government, may be the resources that it puts at the service of its most vulnerable or desperate members.

The three years that I have served as University Ombudsman have been challenging and gratifying. I deeply appreciate the cooperation that deans, department chairmen, professors, and administrators have shown me invariably throughout these years. I am particularly grateful to Val Gossmann, whose devoted assistance and compassionate dedication as Assistant Ombudsman lightened my burdens and enriched the quality of the work of the Office.

I hope that my successor finds as much cooperation from the University community and gains as much personal satisfaction from the performance of his duties as I have.

### FINDING THE OMBUDSMAN

The Office of the Ombudsman is located at 3537 Locust Walk on College Green (Ext. 8261) and is open during normal working hours year-round. The Ombudsman and Assistant Ombudsman Val Gossmann are available for consultation by all members of the University community. The Office of the Ombudsman is one of the informal routes established for resolution of employee grievances under the University's Affirmative Action Program (*Almanac* February 17, 1976).

### THE NEXT OMBUDSMAN

As Professor Freedman leaves office at the end of this academic year he has completed three years' service and will now return to full-time teaching and scholarship in the Law School. The search for his successor has been in progress since January and is nearing completion; President Martin Meyerson is expected to announce an appointment next week.

### FACTS AND FIGURES

*Ed. Note:* Statistical breakdowns on complaints received during the year normally accompany the Ombudsman's annual report. Since Professor Freedman is reporting before the end of the term, full data are not available for 1975-76 but will be published in the fall.

## COUNCIL

### AGENDA FOR MAY 12

On the University Council agenda for Wednesday, May 12, are the election of members to the Steering Committee and four resolutions for action—two on admissions, one on educational planning and one on racial data collection. The meeting starts at 3:30 p.m. because of the heavy agenda.

Dr. Roger Walmsley, chairman of the Committee on Undergraduate Admissions and Financial Aid, will present two April 28 motions endorsed by the Steering Committee on March 30:

WHEREAS, the by-laws of the University Council require that the Council Committee on Undergraduate Admissions and Financial Aid make recommendations annually concerning the size of the incoming class based upon the advice of the individual deans: Therefore be it

RESOLVED, That the University Council endorse the Council Committee on Undergraduate Admissions and Financial Aid's efforts to establish operating procedures whereby the Committee can participate in the class size decision-making process.

\* \* \*

In view of the unacceptably high probability of failure for students with a predictive index below 2.0, the Committee believes that such applicants should be admitted only under exceptional circumstances. Therefore, the Committee recommends that:

1. Within the limits of variability in matriculation yields, matriculants with a predictive index below 2.0 be limited to 5 percent of those for whom a predictive index is available and be advised of the existence of academic support services and encouraged to make use of these services. Of this group, four fifths should be reserved for the socioeconomic component and one fifth for all others.

2. Performance studies be done to create a usable substitute for the predictive index when this index is unavailable.

3. Until such a substitute is developed, the percentage admitted without a predictive index be less than 25 percent for each special admissions component.

It is the Committee's conviction that the admission of any student with a PI below 2.0 can be justified only by provision of adequate academic support services.

Dr. Ralph Amado, chairman, will present a resolution of the Steering Committee supporting adoption of the Joint Senate Committee on Administration report (*Almanac* March 16) presented by Dr. Clifton Cherpack last month. It calls for an Educational Planning Committee to replace the present University-wide Academic Planning Committee and the Council Educational Policy Committee.

Dr. Robert Summers will present the following resolution of the Faculty Affairs Committee, adopted April 5 and endorsed by the Steering Committee on March 30.

RESOLVED, That the Committee on Faculty Affairs, recognizing that government agencies require reports on the racial composition of the faculty and staff as a requisite to achieving the goals of affirmative action, reaffirms its earlier recommendation that the records compiled by the University to this end be assembled on the basis of voluntary self-identification. It recommends specifically that faculty and staff members be given the option of declining to identify their racial category, that they be advised that those who decline to identify themselves will be included in a classification labeled "white or not otherwise classified" and that self-identifications may be subject to a check by the Provost's Office, and that faculty and staff members who do not return the form which is to be employed will be maintained in the records as belonging to the racial category to which the assignment was made by visual survey or by self-identification.

At its April 30 meeting the Steering Committee voted to postpone action on the graduate education proposals that had been scheduled for May 12. The University-wide Ph.D. question is undergoing further study since the Senate's April 28 tabling of the SAC motion on the subject.

# UNIVERSITY OF PENNSYLVANIA CALENDAR FOR 1976-77

## 1976 - FALL TERM

September 7-8, Tuesday-Wednesday  
September 7, Tuesday  
September 9, Thursday  
September 9, Thursday  
November 15, Monday  
November 24, Wednesday  
November 29, Monday  
December 13, Monday  
December 14-15, Tuesday-Wednesday  
December 16-22, Thursday-Wednesday  
December 22, Wednesday

University registration for schools participating  
Formal Opening Exercises, 12 noon  
Fall Term classes begin for Graduate Schools (except Wharton Graduate)  
Fall Term classes begin for Undergraduate Schools  
Pre-registration for Spring Term begins  
Thanksgiving recess begins at close of classes  
Thanksgiving recess ends at 8 a.m.  
Fall Term classes end  
Reading Days  
Final Examinations  
Fall Term end

## 1977 - SPRING TERM

January 15, Saturday  
January 17-18, Monday-Tuesday  
March 12, Saturday  
March 21, Monday  
April 4, Monday  
April 29, Friday  
May 2-5, Monday-Thursday  
May 6-13, Friday-Friday  
May 21, Saturday  
May 22, Sunday

Founder's Day  
Spring Term classes begin and University registration  
Spring recess begins at close of classes  
Spring recess ends at 8:00 a.m.  
Pre-registration for Fall Term and Summer Session begins  
Spring Term classes end  
Reading Days  
Final Examinations  
Alumni Day  
Commencement

## FACULTY & STAFF SCHOLARSHIP PROGRAM FOR SUMMER TERM, 1976

Application forms for Summer Session I scholarships are now being processed in 119 Franklin Building. Applicants are reminded to bring their tuition bills with the completed application form for processing.

A supply of application forms has been distributed to all University departments, and these are unchanged in format from those used for the spring term. Additional supplies of the form may be requested or reproduced locally (on legal-size paper, please).

Separate applications must be prepared for Summer Session II. These applications will be processed on or after June 15.

Without exception, registration by any University employee shall be limited to one (1) course in each Summer Session. (Eligible spouses and dependents are not covered by this limitation.)

Support staff personnel who register for a course which meets during normal working hours shall, with the application, submit written permission from their supervisors stating the specific arrangement for lost time make-up. The make-up time requirement *may not be waived*. Time in courses meeting at 4:30 p.m. need not be made up.

### GRADUATE ASSISTANTS

Graduate assistants, limited to the title of *Teaching Fellow*, *Research Fellow*, *Research Assistant*, and *Assistant Instructor* are entitled to full tuition scholarships for up to two courses in the Summer Session *preceding or following* their appointment, provided they hold a full appointment and full scholarship for the entire academic year and they register for courses which satisfy requirements for the degree which they are pursuing at the University.

A graduate assistant's Summer Session entitlement shall relate to *either* past completed academic year service *or* anticipated service in the coming academic year as long as the conditions of full nine-month appointment with full scholarship are met. Full scholarship provides tuition for the maximum number of courses required each term by a responsibility center, or dissertation alone, for both the fall and spring terms.

It is customary for graduate assistants to take their course entitlement in the Summer Session I following their appointment. It is possible, however, to take the course entitlement in Summer Session II preceding the appointment. Also, eligible graduate assistants may split their entitlement, taking one course in the Summer Session II preceding their appointment and one course in the Summer Session I following their appointment.

Individuals having a full appointment with full scholarship for the *fall term only* would be entitled to tuition for *one* course in the Summer Session II preceding their appointment or the next Summer Session I. Individuals having a full appointment with full tuition for the *spring term only* would be entitled to tuition for *one* course in the Summer Session I following their appointment.

Graduate assistants on half stipend, half scholarship for a full nine-month academic year have entitlement to one course during Summer Sessions.

Individuals planning to use in Summer Session II 1976 all or part of the Summer Session entitlement they will gain from a 1976-77 academic year appointment must submit with their scholarship application a copy of the PAF documenting their 1976-77 appointment and stipend. Departments which approve the use of summer scholarships before an "Appointment Begin Date" will insure that the terms of the 1976-77 academic year appointment, stipend, and scholarship are met without modification.

Inquiries regarding the Faculty & Staff Scholarship Program should be addressed to the Office of Personnel Planning, 119 Franklin Building/16 (Ext. 5577). Questions concerning scholarships for dependent children should be directed to the Office of Student Financial Aid, 223 Logan Hall/CN (Ext. 5730).

—W.F. Nilsson, Jr., Director of Personnel Planning



## SUMMER IN FRANCE OR ENGLAND

This summer one can study the French in France and the English in England in courses offered via the Summer Sessions Office.

Intensive Intermediate French (3-4) is planned for July and August at the Chateau de La Napoule on the French Riviera. French periodicals ("a wide range from the academic to the sensational"), oral and written compositions, and films comprise the five-week course fare. One fixes one's own food in the quarters provided at the chateau. Costs range from \$1243 to \$1966, depending upon transportation choices and number of courses.

Courses on British literature, Shakespeare, and popular culture in Great Britain today are offered through the British Cultural Studies Program. The five eight-week courses start July 1 and come complete with lodgings on the University of London campus and field trips to museums, art galleries, and historic cities. Estimated costs range from \$2056 to \$2356, including round-trip air fare.

For information on the courses and other offerings, contact Joan Campbell, 210 Logan Hall (Ext. 7327).

## 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 OF WHARTON GRAD ALUMNI (5-4-76).

ASSISTANT FOR FINANCIAL AND BUDGET SYSTEMS (4-27-76).

ASSOCIATE VICE-PRESIDENT HEALTH AFFAIRS (4-20-76).

CONSTRUCTION MANAGER (5-4-76).

NURSE TECHNICIAN (4-20-76).

RESEARCH SPECIALIST I (5-4-76).

RESEARCH SPECIALIST II (3-30-76).

RESEARCH SPECIALIST III (4-13-76).

SUPERVISOR, FOOD SERVICES (4-20-76).

DIRECTOR OF ENGLISH PROGRAM FOR FOREIGN STUDENTS to administer intensive English program to approximately 200 students, including curriculum design, supervision of instruction liaison with international student advisory services, budget control, etc. Will also teach in the M.A. Program in TESL in the Graduate School of Education and have general responsibility for coordinating the University's basic foreign language instruction. *Qualifications:* Training in linguistics and TESL, preferably with research interests and background in sociolinguistics and/or bilingual education; previous experience in administration of an intensive English program preferred; minimum of 2 years TESL teaching experience desired. \$12,300-\$15,325.

### SUPPORT STAFF

ACCOUNTING CLERK to perform routine accounting duties. Posts ledgers, types correspondence. *Qualifications:* Good typing skills, clerical and figure aptitude. Ability to use adding machine. \$5,300-\$6,225.

ADMINISTRATIVE ASSISTANT I to type correspondence, compose letters, memoranda, directives, edit correspondence prepared by others. Transcribes dictation; prepares and keeps records, budgets, personnel action forms relative to administrative departmental personnel and other confidential material. Maintains records for A-1 personnel; keeps track of all personnel requests. Budgets and arranges for purchase and stocking office supplies, maintains departmental petty cash and handling of

Comptroller's Office. Performs special assignments as required. *Qualifications:* Two years college and/or business school training. At least 4 years related experience, preferably at the University, or demonstrated ability. Ability to type with speed and accuracy; ability to use dictation equipment. \$6,550-\$7,925.

ADMINISTRATIVE ASSISTANT I for creative individual with good organizational skills to coordinate programs for minority women. Minimum amount of secretarial skills. Prior budget experience and writing ability preferred but not required. *Qualifications:* Must be interested in working with women of the Penn community and willing to share in the responsibility of running the Center. Working on programs including those for minority women; writing articles, leaflets, press releases. \$6,550-\$7,925.

ADMINISTRATIVE ASSISTANT I to supervise the work of two secretaries and three work-study students. Supervises registration procedures and implements regulations and policies. Administers placement, proficiency, and make-up examinations for undergraduates. Processes applications for admission of Spanish graduate students. Coordinates the M.A. and Ph.D. examinations for Spanish graduates. Some statistical work. Some budget work (current expense). Handles departmental purchases, requisitions and operates office machines. *Qualifications:* Excellent shorthand or speedwriting. Organizational ability to handle people in a cordial but firm manner. Accurate shorthand and typing. Several years secretarial experience. Experience within the University would be helpful. \$6,550-\$7,925.

ADMINISTRATIVE ASSISTANT II (4-6-76).

ADMISSIONS ASSISTANT receives, acknowledges, and prepares files of applications and supporting credentials of candidates for admission to one of the graduate schools; submits completed applications to admissions committee. *Qualifications:* Organizational skills, excellent typing, and ability to deal with people. Admissions Office experience and/or college or business school training. \$7,050-\$8,600.

ASSISTANT STOCKKEEPER to assist in unpacking and stocking supplies, disbursing supplies and materials. Assists in setting up and clearing the laboratory; required to wash, sterilize, and maintain glassware stocks. Heavy lifting on occasions. *Qualifications:* Experience in area desired. \$4,625-\$5,300.

CLINICAL PERFUSION TECHNICIAN (4-6-76).

DATA CONTROL COORDINATOR establishes and maintains appropriate data and quality controls for preparation, screening, and auditing of all administrative data processing reports and documents. Develops and effects improvements to data preparation (source data to card punch), quality control, and data handling methods and equipment. Maintains liaison and assists user departments in resolving conflicts in schedules, quality control, and distribution of data. Establishes and maintains control and schedules for the receipt and distribution of all source documents and all input/output data. Performs related duties as assigned. *Qualifications:* High school graduate plus formal training and two years of direct experience in computer operations. Key punch experience. \$6,550-\$7,925.

DENTAL ASSISTANT I to demonstrate the manipulative practices of dental assisting. Maintains patient records, mixes dental materials. Supervises the sterilization, storage, and procurement of dental instruments. Exposes and develops dental radiographs. Performs related duties as assigned. *Qualifications:* Graduation from high school. Completion of a dental assistants course, certification by ADAA. At least one year experience as a dental assistant. \$6,200-\$7,275.

DENTAL ASSISTANT II demonstrates dental assisting; instructs dental assistant trainees in all phases of dental assisting. Schedules clinic patients and maintains their records. Supervises the sterilization, storage, and procurement of dental instruments. May aid in treatment of handicapped patients, requiring familiarity with the management of this type of individual. May instruct patients in the bacterial cause of dental disease; teaches patients skills by which they can control dental disease. *Qualifications:* Graduation from high school. Certification by the ADAA; one year of direct experience may be substituted. Three years of experience as a dental assistant. Capacity for speaking with all types of people during dental preventive instruction. \$7,000-\$8,300.

FARRIER (4-13-76).

MEDICAL DENTAL RECEPTIONIST to sterilize, file, and give out instruments for senior, junior, and sophomore students. Keeps pickler and

## ADMINISTRATIVE ASSEMBLY: MAY 25

The Administrative Assembly will elect officers for 1976-77 at its spring meeting Wednesday, May 25, 3:30-5 p.m. in Lecture Room A, School of Medicine, followed by a reception in the Faculty Club. Dr. D. Bruce Johnstone, Executive Assistant to the President, will be guest speaker. Action items on the agenda are a by-laws change on membership and the report of the Subcommittee on Salary Equalization (to be published next week). Information reports will include one on energy and one on the Program for the Eighties.

## A-3 ASSEMBLY: MORE ON ELECTIONS

Polling places for the A-3 Assembly's May 25 elections will be announced in the Assembly's May Newsletter, available about May 18 from Michelle Saunders, c/o Dental School/A1. All A-3 staff are eligible to vote, to nominate (after securing permission of the nominee) and to run for the offices open: Spokesman, two Steering Committee members and several Coordinating Committee slots. Nominations must be sent to Phyllis Friedman, 217 Veterinary Medicine/H1, by May 14.

ultra-sonic in crown and bridge lab clean. Gives out handpiece cleaner and pumice when needed. Gives out and receives cameras; orders supplies when needed. Cleans autoclaves. *Qualifications:* Must have the ability to acquire a wide range of information relating to dental clinic organization, facilities, practice, and terminology. \$5,700-\$6,750.

**NURSE'S ASSISTANT (2)** to weigh patients, obtain specimens, do basic laboratory tests with specimens, prepare examining rooms and patients for physicians' examinations. Obtains necessary information from patient and other related tasks for clinic visits. *Qualifications:* High school graduate, must be dependable, patient, and tactful. Background in family planning clinic. \$4,850-\$5,600.

**MEDICAL SECRETARY (10)** (3-30-76).

**PSYCHOLOGY TECHNICIAN (4-6-76).**

**RESEARCH BIBLIOGRAPHER I** with general office responsibilities, including maintenance of accounts, files, and supplies. Technical and manuscript typing. Data search and compilation. Library research. *Qualifications:* Ability and willingness to learn a variety of complicated tasks. College degree. \$6,550-\$7,925.

**RESEARCH LABORATORY TECHNICIAN II** to work with isotopes, gel, and ion-exchange chromatography; gel electrophoresis and protein purification. *Qualifications:* B.S., concentration in biochemistry or molecular biology. At least six months of experience in biochemical methods. \$7,000-\$8,300.

**RESEARCH LABORATORY TECHNICIAN III** to perform in vitro and in vivo studies of eosinophil chemotaxis. This would involve handling of small animals, guinea pigs, and mice and handling and processing tissue specimens. Person will learn chemotaxis techniques. *Qualifications:* Expertise or willingness to learn new basic immunologic methods, ability or willingness to handle small laboratory animals. Bachelor's degree or previous laboratory experience helpful. \$7,900-\$9,450.

**RESEARCH LABORATORY TECHNICIAN III (4-27-76).**

**RESEARCH LABORATORY TECHNICIAN III (2) (4-20-76).**

**SECRETARY II (7)** *Qualifications:* Excellent typing, some require shorthand as well as dictaphone; ability to perform related duties as assigned. \$5,700-\$6,750.

**SECRETARY III (7)** *Qualifications:* Some require working with figures; all require excellent typing skills, shorthand and/or dictaphone, ability to perform varied duties as assigned. \$6,125-\$7,325.

**PERMANENT PART-TIME SECRETARY (18 hrs/week)** typing manuscripts and correspondence, filing, running errands, and assisting in special projects. *Qualifications:* Excellent typing skills, familiarity with standard editorial markings. \$3/hour.

## THINGS TO DO

### LECTURES

At 4 p.m. today Dr. John Manson, professor of chemistry and materials science at Lehigh University, speaks on *Polymer Impregnated Concrete*. LRSB Auditorium.

*Budget Making and the Resource Allocation Decision: A University Field Study* is a workshop sponsored by the accounting department at 3 p.m. May 12. Robert H. Crandall, visiting international scholar from Queen's University in Kingston, Ontario, speaks in 108 Vance Hall.

Settle in to hear Dr. Gerard K. O'Neill of Princeton give the Goodspeed-Richards memorial lecture, *The Colonization of Space*; May 12, 4 p.m., Auditorium A1 of DRL.

Skin: May 13 at 2 p.m. Dr. Albert M. Kligman and Dr. James J. Leyden examine *Cosmetics—Golden Glow or Fancy Fraud?* The dermatologists from HUP are speaking as part of the hospital's participation in National Hospital Week.

The Wharton Graduate Assembly hears Richard D. Wood at 10:30 a.m. May 15 in Irvine Auditorium. Luncheon will follow.

*One Nation, Under God* is the theme of the May 17 offering in the "Course of Human Events" radio series on KYW Newsradio. Panelists include Professor Max L. Stackhouse from Andover Newton Theological School, Bishop John Walker of the Episcopal Diocese of Washington, D.C., and Dr. Van A. Harvey, chairman and professor of religious thought at Penn; 7 p.m.

And the five little peppers? Ward Goodenough, the curator of Oceania ethnology at the University Museum, tells *Where the Pacific Islanders Came From and How They Got There*; May 19, 3 p.m., Rainey Auditorium, Museum.

More Skin: Dr. Charles D. Calnan, professor of dermatology at St. John's Hospital for Diseases of the Skin in London, gives the first M.H. Samitz Lecture in cutaneous medicine. The talk, *Men at Work*, is May 19 at 4 p.m. in Lecture Hall 102, New Chemistry Building.

### EXHIBITS

Morris Arboretum presents more than a garden-variety Bicentennial event through September 30 with the *Colonial America Herb and Vegetable Demonstration*, 9 a.m. to 4 p.m. daily.

Four of the University Museum galleries are devoted to an Exhibition on the history and culture of *North American Indians*; through December; 10 a.m. to 5 p.m. Tuesday through Saturday, 1 p.m. to 5 p.m. Sunday.

Richard Ian Silver's *Scandalous Beauties*, an exhibit of xerography, continues in Vance Hall through June 1; 8:30 a.m. to 10 p.m. daily.

The annual MFA exhibition of *painting and sculpture* from the Graduate Fine Arts program runs through May 30 in the ICA. Hours are 10 a.m. to 5 p.m. Monday to Friday, 10 a.m. to 7:30 p.m. Tuesday, and noon to 5 p.m. weekends.

### MIXED BAG

Free Theatre by the Wilma Project goes on with *The Medicine Show*, a comic review, and *The Lady of Larkspur Lotion* by Tennessee Williams. The Medicine Show ensemble performs the first May 13 to 15 and the Washington, D.C., Theatre Lab performs the second May 20 to 23; CA Auditorium; 8 p.m.

*Orpheus* and *Black Orpheus* are the Christian Association Films May 18 and 19 in the CA Auditorium; 7:30 and 9:30 p.m.; \$1.

A combined choral ensemble from Philadelphia, New Jersey, and New York sings old and new *Jewish music* at a bicentennial celebration in the Harrison Auditorium of the University Museum. Sponsors are the Cantors Assembly of America and the Gratz College of Hebrew Education; May 18, 8 p.m., \$5.

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