

Almanac

Volume 23, Number 3

September 14, 1976

Published Weekly by the University of Pennsylvania

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SAMP REPORT: SEPTEMBER 21

The report of the 1975-76 Council Steering Committee, acting as a reallocation review board to examine Vice-President Thomas Langfitt's proposal to phase out the School of Allied Medical Professions, will be published in a special supplement to *Almanac* on Tuesday, September 21.

The following day it is on the Council agenda for discussion without action. After a nine-part study of the issues involved, the Steering Committee recommends to the administration two alternatives—upgrade SAMP or create a joint allied health program with Thomas Jefferson University.

TASK FORCE ON BLACK PRESENCE

In August, Dr. Eliot Stellar convened the first session of a new Provost's Task Force on the Black Presence, which will examine progress and problems on equal opportunity and affirmative action.

Co-chairmen of the Task Force are Dr. Lawrence G. Klein, Benjamin Franklin Professor of Economics, and Dean Louis Pollak of the Law School, with Dr. Bernard E. Anderson, associate professor of industry, as vice-chairman. Members include Andrew J. Condon, director of student activities; Professor Alexander Capron, associate professor of law; Dr. Richard S. Dunn, professor and chairman of history; Dr. Frederick G. Kempin, professor and chairman of business law; Dr. Phoebe S. Leboy, professor of biochemistry in the dental school; Dr. Howard E. Mitchell, 1907 Foundation Professor of Human Resources; and Irene Pernsley, K.L.M. Pray Associate Professor of Social Work.

Alumni Members are the Hon. Doris M. Harris, '48 L, and Ruth Ann Price, '74 CW; and off-campus participants are Professor Walter Leonard, special assistant to the president at Harvard; Lois Rice, vice-president of the College Entrance Examination Board; Dr. James Turner, director of the African and Africana Studies Institute at Cornell; and Frank Work, Commissioner of the California Civil Service Commission.

Ralph R. Smith, assistant professor of law, is faculty coordinator of the Task Force.

The University will award seven honorary doctor of laws degrees to prominent economists and scholars at a special bicentennial convocation this Sunday. Receiving the degrees are:

Kenneth Joseph Arrow, James Bryant Conant University Professor in Economics at Harvard and a Nobel laureate in economics;

Leonid Vitalevich Kantorovich, Academician at the Academy of Science of the Union of Soviet Socialist Republics in Leningrad and a Nobel laureate in economics;

Carl Kaysen, David W. Skinner Professor of Political Economy at the Massachusetts Institute of Technology, a Penn Trustee who has been head of the Institute of Advanced Study in Princeton;

Tjalling Charles Koopmans, Cowles Professor of Economics at Yale and a Nobel laureate in economics;

Simon Smith Kuznets, emeritus professor of economics at Harvard and a Nobel laureate in economics who taught at Pennsylvania from 1930 to 1954;

Wassily Leontief, professor of economics at New York University and a Nobel laureate in economics;

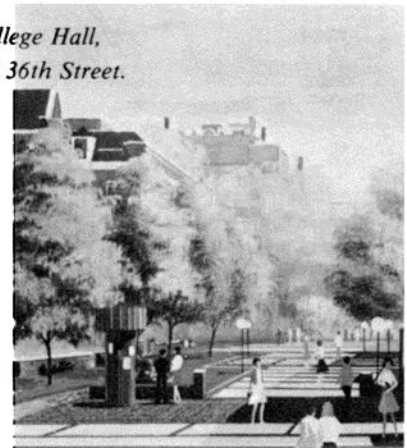
Paul Anthony Samuelson, Institute Professor at the Massachusetts Institute of Technology and a Nobel laureate in economics.

Dr. Samuelson and Dr. Kaysen will address the convocation, which begins at 2:30 p.m. in the Harrison Auditorium of the University Museum, and is open to the public.

*There's parquet in College Hall,
and a plaza coming to 36th Street.*

Who pays?

... see page 2.



SEARCH COMMITTEES: SECURITY. . . CGS

Search committees have been named to seek replacements for Dr. Donald Stewart, who resigned as director of the College of General Studies in July to become president of Spelman College, and for Capt. Jayne Rich, who resigned in June as security specialist with the University Security and Safety Office and is now on the Human Relations Commission in Washington, D.C.

Dr. James E. Davis, Executive Assistant to the Provost, heads the security search committee, whose members are Dr. Eileen Gersh, vice-president of Women for Equal Opportunity at the University of Pennsylvania (WEOUP); Dr. Sol Goodgal, chairman of the Council Committee on Community Relations; undergraduate Patrice Hall; Jacqui Pollard, assistant to the Executive Director of Personnel Relations; Lula Remy, assistant director of the Women's Center; and the Rev. Donna Schaper of Grace Tabernacle Church.

Dr. David DeLaura, Avalon Professor of English, chairs the search committee for a director of CGS and the Summer School. On the committee are Dr. Houston Baker, professor of English; Dr. R. Jean Brownlee, Dean of Advising Services for FAS; Dr. Anthony Garvan, professor of American civilization; Dr. Werner Gundersheimer, professor of history; Dr. D. Bruce Johnstone, Executive Assistant to the President; Dr. Victoria Kirkham, assistant professor of Romance languages; Dr. Barbara Kirshenblatt-Gimblett, associate professor of folklore and folklife; Dr. Richard Lambert, FAS associate dean; Dr. Ruth Mattern,

assistant professor of philosophy; Dr. Patricia McFate, Vice-Provost for Undergraduate Studies and University Life; Kathy Pollak, member of the CGS staff; Dr. Walter Wales, professor of physics; and Dr. Iraj Zandi, professor of civil engineering. Job descriptions for both posts appear on page 6.

DENTAL MED: THE COLEMAN CLINIC

The School of Dental Medicine has opened the Mary and George A. Coleman Pediatric Oral Health Care Center. Specializing in preventive and interceptive care for children and adolescents, the 25-chair clinic was dedicated on July 8. The Center is named for the late Dr. George A. Coleman, a 1913 graduate of the dental school and an emeritus trustee of the University, and his widow, who took part in the dedication.



New Gifts, New Look

Penn people came back to school last week to find street work afoot outside the Faculty Club, a new look on the first floor of College Hall, and a variety of new plantings where balding grassplots used to be.

What's up? A rash of gifts large and small, earmarked for improvement of the physical plant and reversal of the pattern that has been politely called "deferred maintenance" of Penn's \$750 million physical plant. Along with such interesting arrangements as the shared-cost/shared-revenue parking lot at 36th and Walnut which was built in cooperation with the Philadelphia Redevelopment Authority, the gifts stretch Penn's maintenance and physical improvement dollar considerably, according to Vice-President for Operational Services Fred A. Shabel.

The \$100,000 Class of 1951 Plaza (above) follows the pattern of class reunion gift projects such as the Class of 1950's refurbishment of Weightman Hall, the Class of 1949's bridge for pedestrians crossing 38th Street at Locust Walk, and even Locust Walk itself—a combined effort of the Classes of 1938 and 1946.

The long-deferred rehabilitation of College Hall, oldest building on the campus, was launched in May when the Smith Foundation of Philadelphia (named for the late H. Harrison Smith, '08 C, '11 L) gave \$50,000 designated for restoration of the first floor. Over the summer, the Department of Physical Plant painted the hallways, restored the wainscoting and installed parquet floors and lighting—including fixtures that create the effect of an art gallery for the historic portraits hung there.

Earlier in the year the Rochester Alumni Club set up an annual gift program which rotates the plantings on College Green back of Ben Franklin, near the Administrative Assembly's gift of azaleas in memory of John Kershner.

Prospects are that renovation buildings and improvement of outdoor areas will proceed at an accelerated pace under the impetus of the Program for the Eighties. The Development Office reports that gifts totalling a million dollars have been received toward the landscaping of the Green, and more than \$2.5 million is in hand toward a start on the project to restore the architecturally significant buildings of the Quadrangle and convert them into six College Houses without altering their facades.

SENATE FROM THE CHAIRMAN

The Year to Come

The academic year 1976-77 is the silver anniversary of the Faculty Senate, it first having convened in the year 1952-53 under the chairmanship of Alexander H. Frey. In anticipation of the year, if not the anniversary, the Senate Advisory Committee has attempted to hypothesize the areas of most immediate faculty concern through the charging of the several Senate committees. The Committee on Academic Freedom and Responsibility, the Committee on the Economic Status of the Faculty, and the Committee on Publication Policy for *Almanac* will operate under charges thought to be ongoing and close to permanent, and SAC has tendered its annual slates of replacement members for the Committee on Open Expression and the Faculty Grievance Commission.

The charges to our standing committees, however, do reflect the annual shifting of focus with respect to faculty participation in University governance. The Committee on Administration will analyze the problem of special admissions in the undergraduate schools; the Committee on Education will analyze the role of professional education on campus, with special regard to undergraduate programs; the Committee on Students will prepare a report on graduate student life at Penn; and the Committee on the Faculty has as its central charge a study of the limitations of discontinuation of faculty, with special focus on the questions of what is meant by the terms "tenure" and "financial exigency."

Immediately relevant to this last charge is the report to be presented at the October Senate meeting of the 1975-76 Committee on Academic Freedom and Responsibility concerning the meaning of "just cause" in an action to discontinue faculty. No doubt a number of additional areas of focus will emerge as the year goes forward, and these will be noted in *Almanac* through monthly reports concerning action taken by SAC on behalf of the Senate.

A closing note should certainly invite all faculty to bring to the Office of the Senate, 303A College Hall, all matters which might be of legitimate Senate concern. This concern extends to include all aspects of faculty participation in University governance.

DEATH OF DR. SHOVER

Dr. John L. Shover, professor of history and chairman of the FAS graduate group in history, died Saturday, September 4, in his home after a brief illness. He was 49 years old.

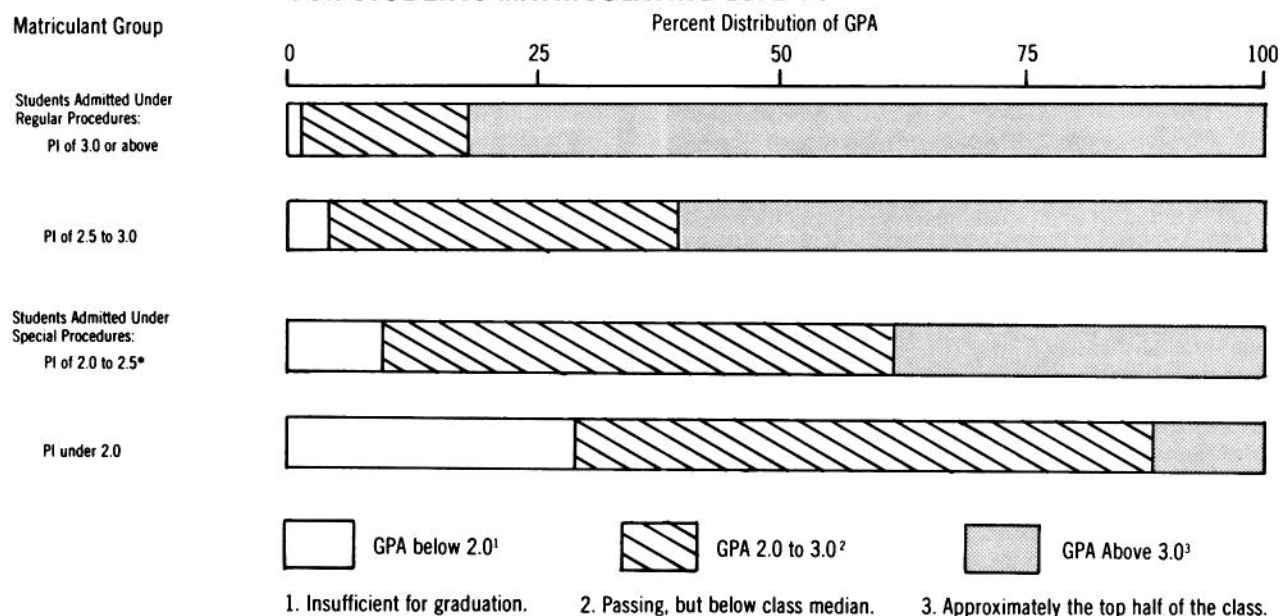
Dr. Shover, whose work focused on the history of 20th century American politics, labor and agriculture, was a pioneer in applying statistical methodology to historical studies.

He became the first American to teach U.S. history in the Soviet Union when he was awarded a Fulbright Fellowship to the University of Leningrad in 1974. He had also been a Fulbright scholar in Pakistan in 1963.

Dr. Shover was the author of *Cornbelt Rebellion; Politics of the Nineteen Twenties; Political Change in California* (with Michael Rogin); and, most recently, *First Majority, Last Minority*, a study of the American farmer, to be published this fall. He was a member of the *Journal of American History's* editorial board; and was managing editor of the Social Science History Association *Newsletter*.

Dr. Shover is survived by his wife, Doortje, and two step-children. A memorial service will be held on campus October 6. Details of the service will be announced.

RELATIONSHIP OF CUMULATIVE GRADE POINT AVERAGE (GPA) TO PREDICTIVE INDEX (PI), FOR STUDENTS MATRICULATING 1972-75



*A small fraction of those admitted to the diversity component under regular procedures have a PI of 2.5 or, rarely, 2.4. It is not possible with existing tabulations to separate the performance record of these students from that of specially admitted students in the PI range from 2.0 to 2.5.

Unfinished Business on Undergraduate Admissions

At the May 12 meeting of the University Council last spring, the Committee on Undergraduate Admissions offered a set of recommendations that speak crucially to the question of academic quality. The Council referred these recommendations back to the Committee.* Four years ago a similarly energetic Admissions Committee, with a similar intent to place some limit on the growing numbers of matriculants with poor academic credentials, sent a long report to Council. In this case also, the report was sent back to Committee. The successor Committee appointed for the following year addressed itself to other matters.

Last year's Admissions Committee, chaired by Roger Walmsley, was a remarkable group, with whom it is a privilege to have served. Frequently one hears it said that University committees are inherently unable to get anything of substance done and, specifically, that they characteristically refuse to take a stand on controversial issues. This particular committee had the temerity to do something. At great cost of time and effort, it developed and analyzed a set of data highly relevant to its charge and made a policy proposal that followed cogently from these data.

The data in question showed the relationship between the predictive index (PI) on which the Admissions Office depends heavily in making its decisions, and the cumulative grade point average (GPA) that matriculants subsequently attain. The study covers 6000 students matriculating in the years 1972-75. The available record of actual grades covers an average of two years of class work per student.

It is important to be clear about what the PI does and what it does not do. It is *not* a crystal ball that foretells to the second

decimal place what an *individual* student's grade point average is going to be one or two or three years in the future. A vast number of circumstances will affect that result for any particular individual. But the PI does tell a good deal about the *average* grades that will be achieved by various subgroups of matriculants and about the *probabilities* of success and failure for such subgroups. The findings of the study are briefly summarized in the bar chart here, which was presented to the Council on May 12.

It is clear the distribution of the GPA varies considerably for different PI levels. The blank portion of each bar indicates the probability of a grade average insufficient for graduation. The gray indicates the probability of achieving a position in the top half of the class. What may not have been understood when the chart was first presented is that the two upper bars display performance only of students admitted under regular procedures, while the two lower bars essentially reflect the performance of students admitted under special procedures.

Of the students with PI below 2.0, it will be noted that only 12 percent achieve a position in the top half of the class, while 30 percent have failing records. Another 25 percent escape failure by virtue of the grade inflation of half a point that has occurred since the PI was developed. Apart from grade inflation, it would be expected that over half of those with PI below 2.0 would end up with GPA's below 2.0. Since the overall average grade is now about half a point above what it was when the PI was developed, a PI of 2.0 roughly corresponds to a GPA of 2.5. Of those with PI below 2.0, 55 percent do indeed have a GPA below 2.5.

Based on the 30-percent failure rate observed for the group with PI below 2.0, the Committee's recommendation was that matriculants from this group be limited to five percent of those for whom a PI could be computed; and it was urged that these

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students be provided with adequate academic support services. To encourage so poorly prepared a group to come here, without providing adequate support, is cruelly irresponsible. The committee further recommended that four-fifths of the places in this group be reserved for the socioeconomically disadvantaged, who currently account for a little over half of those entering with PI below 2.0.

In conjunction with the McGill guidelines the effect of the resolution would be to require that two-thirds of those admitted under special procedures fall in the PI range from 2.0 to 2.5, with only one-third falling below 2.0. As currently interpreted, the guidelines—in recognition of the University's special commitment to certain categories of students—permit 15 percent of the entering class to fall short of the qualifications required for regular admission.

The basic value judgment involved, which the University community must sooner or later confront, is whether or not a failure rate of 30 percent is unduly high. Only if it is believed to be so, does the secondary question arise as to whether limits should be placed on the percentage of students admitted with PI below 2.0. The committee felt that a 30-percent probability of failure was indeed unacceptable. Others, however, see no reason to limit the number of entrants with a failure rate of this magnitude, pointing to the fact that, although 30 percent fail, 70 percent of the group in question nevertheless pass. Is it to be inferred on this basis that any failure rate below 50 percent should be acceptable, since the number passing will still exceed the number failing?

Attacks on the committee's proposal were mounted from two quarters. Spokesmen for intercollegiate athletics argued that athletic policy was interfered with, since, it was claimed, our position in Ivy League athletic competition might be jeopardized by limiting sharply the number of athletes who could be admitted without demonstrating the very minimal level of academic preparation indicated by a PI above 2.0. Those of us who think of the Ivy League as primarily an academic coalition find some irony in the proposition that, in order to maintain our club membership, it is necessary to protect our athletic capability at the expense of academic standards. I do not believe that this is really true; but, if it is, then perhaps the price of club membership has become too high.

The other attack came from spokesmen for the socioeconomically disadvantaged. William Adams and Carol Black, in an unfortunately timed interview published in the *Philadelphia Bulletin* on May 2, are quoted as claiming that a proposal under consideration at Penn was intended "to add at least a million to Penn's coffers" by favoring "scholastically average but fairly well-heeled students over high need applicants who have lower credentials." They are further quoted as stating that the proposed policy "would catch 70 percent of all black applicants" and that "the campus would revert to its 40s and 50s look in population." Their criticism was not directed to the Committee's proposal, but to a much different and earlier proposal for which the Committee had no responsibility. There was nothing in the newspaper article, however, to indicate that the proposal referred to was not the one before Council at that time.

A letter circulated to the Council by a group of 16 "centrally concerned" faculty members, administrators and students pointed to an apparent conflict with "previously stated university policy broadening admissions opportunities" and claimed that, taken in conjunction with other university policies, the recommendation would entail an illegal quota system. The statement to the Council by Dr. Houston Baker likewise carried a strong suggestion that the proposal, by limiting the percentage of poorly prepared matriculants, would diminish the University's commitment to the socioeconomically disadvantaged group. The demonstration at the beginning of the Council meeting by an estimated 80 students from this group may have tended to convey a similar message.

It is simply not true that the Admissions Committee's recommendation would entail any decrease below current levels in

the admission of underqualified students from the socio-economically disadvantaged component. Any objections on these grounds are aimed at a straw man. The proposed limitation on the percentage of matriculants with PI below 2.0 was so formulated as to favor the socioeconomic component at the expense of all others, if indeed it can be considered a favor to admit students with a 30 percent probability of failure. With respect to support services for these students after matriculation, the Committee strongly favored a substantial increase in the University's commitment.

Turning to the question of an implicit quota system, raised in the letter to Council of the 16 "centrally concerned" persons, it is readily established that the letter was incorrect in its statement of the facts.* However, in some sense a quota system is implicit in the existing and proposed guidelines. Of the group of students admitted under special procedures (now set at 15 percent of the entering class), the quota for the socioeconomically disadvantaged component is a little over 50 percent. Of the subgroup of special admits with PI below 2.0 (limited under the proposal to 5 percent of the entering class), the proposed quota for this component is 80 percent. Of those admissible under regular procedures, we have taken and will continue to take all of the socioeconomically disadvantaged that we can get. If any legal difficulties are likely to be incurred under such a policy, then the above percentages should be stated as upper limits rather than as fixed numerical guidelines.

The arguments of the two special interest groups, whether logically defensible or not, carried the day. The Admissions Committee's report, like its predecessor four years earlier, was returned to committee.

Based on its record to date, the Council appears to place the University's commitment to academic quality third after its commitment to the socioeconomically disadvantaged and to intercollegiate athletics. The next move is up to the new Undergraduate Admissions Committee.

—Jean Crockett, Professor of Finance

*Two percentages were treated as referring to the same subgroup of students, although they actually refer to two substantially different subgroups: in one case, the group is those socioeconomically disadvantaged students with PI below 2.0, and in the other case all socioeconomically disadvantaged students admitted under special procedures whether with PI below 2.0 or between 2.0 and 2.5.

RESPONSE TO DR. CROCKETT'S ARTICLE

Carol Black and Bill Adams note for the record that the interview Dr. Crockett refers to above took place in January and that it was the *Bulletin's* decision to publish it in May. They indicate that they will respond to the substance of Dr. Crockett's discussion in a future issue of *Almanac*.

NOTE TO NEW READERS

Almanac is an official journal of record charged also to encourage vigorous and uncensored expression of opinion by members of the University community on campus issues. Under guidelines developed by the Senate Publication Policy Committee for *Almanac* (published September 23, 1975, and available on request), controversial articles are shown to persons named in the text or known to have a direct interest in the content, with an invitation to respond in the same or a subsequent issue. Thus Dr. Crockett and the editor submitted her text or galley proofs to almost a dozen members of the University before publication. None had the right to change her words, but all had the right to comment.

Members of the University who wish to submit articles, or to respond to those published, should send manuscripts to *Almanac*, 515 Franklin Building. Copy is due on the Tuesday before the Tuesday of issue, but prior notice is advised for long articles, since space is sometimes committed more than a week in advance. We will be happy to work with contributors on format, style and scheduling, and we can be reached at Ext. 5274.

—K.C.G./D.W.

The Campus Bus

For those who live in West Philadelphia, the free Campus Bus is operated after 5 p.m. daily by the Office of Transportation and Communication. As the Bus resumes full-scale operation this fall, note two changes: the Bus leaves from the Spruce Street entrance of Houston Hall instead of the Christian Association, and there are two vehicles in service during the peak hours from 5 to 7 p.m. but only one from 7 to midnight. Maps of the Bus route are available from the driver.

EARLY EVENING SCHEDULE

ROUTE 1- SOUTHWEST TO 48th

3417 Spruce	5:00pm	5:50pm
36 & Chestnut	5:01	5:51
34 & Chestnut	5:02	5:52
34 & Ravdin	5:05	5:55
33 & Walnut	5:08	5:58
37 & Walnut	5:12	6:02
39 & Spruce	5:15	6:05
39 & Baltimore	5:16	6:06
42 & Baltimore	5:18	6:08
42 & Chester	5:19	6:09
43 & Chester	5:21	6:11
43 & Baltimore	5:22	6:12
45 & Baltimore	5:23	6:13
45 & Chester	5:24	6:14
46 & Chester	5:25	6:15
46 & Baltimore	5:26	6:16
47 & Baltimore	5:27	6:17
47 & Chester	5:28	6:18
48 & Chester	5:29	6:19
48 & Cedar	5:31	6:21
47 & Cedar	5:32	6:22
47 & Pine	5:33	6:23
42 & Pine	5:35	6:25
42 & Spruce	5:36	6:26
38 & Spruce	5:37	6:27
38 & Chestnut	5:39	6:29
36 & Chestnut	5:41	6:31
3417 Spruce	5:42	6:32

ROUTE 2- WEST TO 47th

3417 Spruce	5:00pm	6:15pm
36 & Chestnut	5:01	6:16
34 & Chestnut	5:02	6:17
34 & Ravdin	5:05	6:20
33 & Walnut	5:08	6:23
40 & Walnut	5:13	6:28
40 & Locust	5:14	6:29
44 & Locust	5:16	6:31
44 & Spruce	5:17	6:32
47 & Spruce	5:19	6:34
47 & Chestnut	5:21	6:36
36 & Chestnut	5:28	6:43
3417 Spruce	5:29	6:44

ROUTE 3- 30th-POWELTON

3417 Spruce	5:30pm
36 & Chestnut	5:31
34 & Chestnut	5:32
34 & Ravdin	5:33
33 & Spruce	5:35
33 & Market	5:38
30 & Market	5:41
30th St. Sta.	5:43
33 & Lancaster	5:44
32 & Lancaster	5:45
32 & Hamilton	5:47
32 & Baring	5:48
37 & Baring	5:49
37 & Powelton	5:50
32 & Powelton	5:52
32 & Race	5:53
34 & Race	5:55
34 & Walnut	5:57
3417 Spruce	6:00

LATE NIGHT & WEEKEND SCHEDULE

*Buses depart from Houston Hall
at the following times:*

5:00 pm] WEEKENDS ONLY
5:50	
6:40	
7:20	
8:00	
8:40	
9:20	
10:00	
10:40	
11:50	
12:30 am	
1:10	

and will stop at the following locations:

3417 Spruce] ON REQUEST ONLY
Ravdin	
33 & Walnut	
33 & Market	
30th St. Sta.	
32 & Market	
33 & Powelton	
38 & Powelton	
38 & Walnut	
44 & Walnut	
44 & Pine	
47 & Pine	
47 & Baltimore	
48 & Chester	
42 & Chester	
42 & Spruce	
3417 Spruce	

Passengers wanting to return to campus after 6:30 p.m. may call Security - 243-7297 - who will notify the bus driver that passengers will be waiting on a particular corner at an appointed time. Outbound passengers may ask the bus driver to take them to their nearest corner from 6:40 p.m. on.

OPENINGS

The following listings are taken from the Personnel Office's bulletin of September 1. Such listings are made available weekly via bulletin boards and interoffice mail. Those interested should contact Personnel Services, Ext. 7285, for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially.

The University of Pennsylvania is an equal opportunity employer. Qualified candidates who have completed at least six months of service in their current positions will be given consideration for promotion to open positions.

Where qualifications for a position are described in terms of formal education or training, significant prior experience in the same field may be substituted.

The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint).

ADMINISTRATIVE/PROFESSIONAL

ASSISTANT MANAGER CONTRACT ACCOUNTING, responsible for execution of grant and contract administrative and fiscal policies and procedures as determined by the Comptroller and the Director of Research Administration. Supervises and reviews the work of staff personnel, fiscal reporting, contract billings and compliance with the research sponsors' requirements. Maintains a receivable file and initiates action to follow up on unpaid contract invoices. *Qualifications:* Bachelor's degree, preferably in business administration with major in accounting. At least three years of progressively responsible administrative experience, some in an accounting department. Knowledge of federal regulations on research grants and contracts desirable. \$11,300-\$15,250.

ASSISTANT DIRECTOR OF ADMISSIONS RECRUITMENT. Under regional director of admissions, responsible for coordination, implementation, and administration of programs designed to identify, recruit and enroll selected high school students throughout the Commonwealth of Pennsylvania. Contact and communication with alumni groups; coordination of efforts of alumni, faculty and students in recruitment programs. *Qualifications:* College degree with educational background in fields related to admissions work. At least one to three years of direct and progressively responsible experience in admissions and/or secondary school work. Ability to understand broad range of undergraduate academic requirements of the University of Pennsylvania; knowledge of criteria used in admissions work; ability to manage junior staff; a general knowledge of secondary schools and secondary school students. \$9,850-\$13,550.

COORDINATOR OF MEDICAL SECRETARY TRAINING PROGRAM to teach medical terminology, medical business practice, typing; develop and monitor O-J-T sites for medical secretaries; assist in job development; perform periodic student evaluations; assist health careers coordinator in planning trips, etc., related to medical secretarial work; and coordinate other areas related to the medical secretary training. *Qualifications:* Familiarity with doctors' offices, hospitals and clinics (their functions, departments and staffing); ability to adapt curriculum to students' needs. Degree or teacher certification in secretarial science and minimum of two years' experience in medical secretarial field with special emphasis on medical terminology, medical business practice, medical records coding and typing. \$9,850-\$13,550.

DIRECTOR OF RESOURCE MANAGEMENT. Senior management officer to provide dean with required general and financial management services; act as spokesman and liaison for school in nonacademic fiscal and management areas; be responsible for establishment and maintenance, in cooperation with the University Comptroller's Office, of a set of budget and other financial accounts that allow the revenues and expenses of the school to be reflective of its activities. Personnel policy and administration; assignment and utilization of facilities and future requirements in cooperation with University Office of Facilities Planning; compliance with all technical requirements attendant to grants and contracts received; joint supervision/management of departmental business administrators with department chairmen and other administrative and support staff of school. *Qualifications:* Ten to fifteen years' progressively responsible management experience with emphasis on financial planning, analysis and control.

DIRECTOR, CGS & SUMMER SCHOOL

The search committee to recommend candidates for Director of the College of General Studies and the Summer School is reviewing applications and nominations. Letters with curriculum vitae should be sent to the search committee chairman,

Dr. David DeLaura
Room 116 College Hall/CO.

The director will be responsible for continuing education programs of the Faculty of Arts and Sciences, including CGS and Summer School programs, budgets and office personnel, and will coordinate activities with dean and faculty involved. *Qualifications:* Ph.D. and experience in administration of continuing education programs and fiscal matters; ability to communicate well and to deal effectively with the public. *Salary to be determined.*

SECURITY SPECIALIST

Applications and nominations are invited for the position of security specialist with the campus police unit. Letters and supporting materials should be sent to the search committee:

Ms. Jacqui Pollard
737 Franklin Building

The security specialist, who will handle rape and other personal safety concerns of faculty, staff and students, will be responsible for interviewing applicants and training campus police personnel to ensure awareness of women's concerns; conducting seminars on personal safety for members of the University; acting as liaison with community groups and the Philadelphia police; and serving on the advisory board of the Women's Center as well as on the Council Committee on Safety and Security. *Qualifications:* College degree preferred; at least five years' experience in security-related community or legal work; training in law enforcement, or certified training by a police or security training academy. *Salary commensurate with experience.*

Systems design experience desirable. Degree in accounting or finance or related field required; MBA/MS highly desirable. Strong managerial skills, including the ability to successfully introduce organizational change. *Salary to be determined.*

DIRECTOR OF FISCAL OPERATIONS engaged in financial planning, in cooperation with Budget Committee, for distribution of funds under the control of the dean. Prepares and reviews the budget for the school, prepares other interested parties in central administration. Supervises building superintendent and is responsible for the maintenance and security of the school. Serves as a member of standing and ad hoc committees of school as designated by the dean. *Qualifications:* Degree in business administration and substantial course-work in accounting; professional certificate in accounting or a graduate degree in business administration highly desirable. At least five years of progressively responsible experience in business, industrial or institutional administration, including three years in an appropriate management capacity or comparable institutional assignment. Must be skilled in conventional staff areas, and highly knowledgeable in accounting practices, budget and contract administration, data processing, systems and procedures. Working knowledge of University accounting systems. \$13,000-\$17,550.

DIRECTOR OF UPPERCLASS (TRANSFER) ADMISSIONS. Responsible for recruitment and selection of students. Must develop an aggressive recruitment program for students enrolled in other universities; generate special publications; coordinate with appropriate offices at the University in providing support for transfer programs; conduct interviews and correspond with potential applicants; manage processing and selection of each year's transfer class. *Qualifications:* College degree, preferably with at least three years of direct and progressively responsible experience in admissions and/or secondary school work. Ability to create new programs; ability to write; knowledge of the University and its programs; knowledge of criteria used in selection process. \$13,000-\$17,550.

FISCAL COORDINATOR (2) for preparation and review of budgets, custody of special accounts and monitoring of current expense items. Responsible for preparation of periodic and final inventory records and reports; comptroller's reports; preparing and maintaining salary changes, journal and budget entries; budget closing. *Qualifications:* College degree with major in accounting. At least two years of experience in financial field. Knowledge of accounting procedures and government contract regulations;

ability to communicate effectively with principal investigators. \$9,100-\$12,275.

LIBRARIAN II for original cataloging in Arabic, Persian and Turkish languages, using Library of Congress system. Some reference and research work in these languages and possibly some book selection as assigned. Involved with both faculty and students. *Qualifications:* Master's degree in library science plus subject background in Middle East Studies; graduate work in the subject areas desirable. Language competence in Arabic, Persian and Turkish. Cataloging experience, preferably in the subject area of Middle East Studies, in an academic library. \$11,300-\$15,250.

MANAGER OF OPERATIONS responsible to the assistant vice-president of U.M.I.S. for coordination of data control, data entry, computer terminal and production control activities in the operations area. *Qualifications:* College-level coursework in management and data processing. At least ten years' data processing experience of which five should be in a supervisory capacity, or demonstrated ability. \$14,125-\$19,425.

OFFICE MANAGER with diversified administrative duties including hiring and supervision of the office staff, College of General Studies. Responsibility for establishing and maintaining procedures on all student records, transcripts, grade recording, etc; for preparation of administrative forms and for maintaining and purchasing office supplies and equipment. Day-to-day contact with students in CGS. *Qualifications:* Administrative supervision experience (at least 5 years). \$9,100-\$12,275.

LIBRARIAN II responsible for maintaining serials catalog; selects and maintains curriculum materials, reference and research work in social sciences/humanities; helps faculty and students solve bibliographic and research problems; helps users generally with access to the resources of the University library system; has liaison with faculty in selected subject areas; organizes and implements special projects as needed; some supervisory responsibility. *Qualifications:* Master's degree in library science; undergraduate degree in social sciences or humanities; public service orientation. Competence in two European languages; ability to work independently. Professional experience in reference/readers' services; some supervisory/administrative experience. \$11,300-\$15,250.

SUPPORT STAFF

ADMINISTRATIVE ASSISTANT I handles calendar of director, overall coordination of events for Health Affairs division of the development program, scheduling of all vacations (A-3 and A-1) for department; compiling information for numerous reports. Programmatic duties include writing, providing audio-visual materials, layout of various program brochures, etc. Personnel function includes training employees, supervising office work flow, handling any personnel problems and comments on employees' work performance. Financial responsibility involves accurate recording, coding and processing of contributions through Health Affairs; processing Comptroller's Office forms and requisitions. Secretarial functions include typing, filing and use of dictaphone or shorthand whenever necessary. *Qualifications:* Demonstrated administrative ability; knowledge of bookkeeping. Excellent shorthand and typing, and three to four years' secretarial/administrative experience, preferably at Penn. \$6,950-\$8,675.

ADMINISTRATIVE ASSISTANT I to organize and coordinate, develop and manage grant budgets, bookkeeping, shifting of funds among budgets, etc. Will coordinate section functions such as conferences, journal clubs, seminars, informing speakers. Must be adept at secretarial skills of typing, composing letters from outlined replies, making up requisitions, preparing manuscripts, etc. *Qualifications:* Excellent typing (accurate and fast). Experience with budget preparation and records. \$6,950-\$8,675.

ADMINISTRATIVE ASSISTANT to assist chairman in running academic offices. Includes typing correspondence for eight full-time faculty members, arranging all departmental meetings, typing grant proposals, requisitioning supplies, paying bills, marking exams (mid-terms and finals), typing stencils for exams (four classes). Also composes letters to post-graduate students and orients them to new posts. *Qualifications:* Accurate typing, shorthand, dictaphone. Three years' office experience; University experience helpful. \$6,950-\$8,675.

ADMINISTRATIVE ASSISTANT II responsible to chairman to assist in establishment of policies and procedures within a hospital and a department. Confers with and renders decisions for staff members and visitors on matters involving established policies or procedures. Prepares documents for submission to Provost's Staff Conference. Processes grants and contracts for department faculty. Supervises five technical medical

secretaries. Performs secretarial duties. *Qualifications:* Knowledge of standard business and administrative practices. Ability to type accurately and transcribe medical terminology by mechanical means. College education preferred. Two to five years' responsible administrative and clerical experience. \$7,475-\$9,350.

AUDIO-VISUAL TECHNICIAN responsible to the supervisor for assigned duties including occasional repair/maintenance of video equipment; responsible for supervised television techniques; capable of videotape duplication and playback. *Qualifications:* Graduation from a certified technical or vocational electronics school. No experience required. \$7,475-\$9,350.

CLERK III to screen incoming correspondence for housekeeping manager, answer telephone and keep record of requests, coordinate and maintain record of supply requests. May draft correspondence. Types correspondence, reports, forms, miscellaneous items. Assists in preparing requisitions, maintaining payroll system. *Qualifications:* Graduation from high school. Four years' clerical experience. Clerical and figure aptitude. Ability to type accurately. Ability to work independently and to assist students, faculty and staff. \$6,050-\$7,550.

COORDINATING ASSISTANT I for typing, transcribing from dictaphone tapes, supervision of undergraduate assistant to the program; orders office supplies and oversees supply cabinets, filing, program activities coordination; reviews data, assists in analysis and compilation of material for distribution. May assist in the formulation of policy, develop program format for brochures or related publications. Attends all meetings of committees and takes notes for editing and distribution as necessary, handles inquiries or problems regarding budget. *Qualifications:* Typing, shorthand, ability to compose brief notes and letters, knowledge of standard English grammar and punctuation. Graduation from high school plus two or more years of college or business school; at least five years' of progressively responsible office experience. Initiative; mature judgment; ability to work under pressure and independent of direct supervision. Knowledge of University procedures (i.e., research, U.S. Public Health Services and academic policy). \$7,475-\$9,350.

DENTAL ASSISTANT I (4). *Qualifications:* Completion of dental assistants' course approved by the ADA Council on Dental Education. \$6,575-\$8,225.

DRAFTSMAN to draw and revise architectural, electrical and mechanical plans of buildings, create working drawings for alterations and renovations and perform related duties as assigned. *Qualifications:* Completion of an acceptable training program in drafting with at least five years of direct experience in drafting, preferably architectural. \$10,125-\$12,675.

HARD SURFACE (10) Cleaning the hard surface areas of campus and other duties as assigned. Operates machines and equipment. *Salary to be determined.*

LICENSED PRACTICAL NURSE (2) to weigh patients, obtain information and specimens, run basic laboratory tests, prepare examining rooms and patients for examinations. L.P.N. with experience in Ob/Gyn outpatient care. \$7,525-\$9,400.

MEDICAL SECRETARY (5).

PHYSICAL LABORATORY TECHNICIAN II to mount and polish metallographic specimens, make and mount slides, show slides and films for lecturers. Includes photography, maintenance of lab and facilities, preparation of laboratory demonstrations and experiments for undergraduate courses. Ability to operate and maintain mechanical testing equipment. Occasional supervision of undergraduates. *Qualifications:* Some knowledge of lathe operation, electrical wiring and of chemical, physical and metallurgy techniques. \$7,950-\$9,975.

PSYCHOLOGY TECHNICIAN II to assist in designing language, cognitive and problem-solving research paradigms for chimpanzees. Responsible for care and maintenance of chimpanzees; collection of data and compiling weekly reports on data collected. Supervises animal care employees; advises and supervises students and other employees in data collection techniques. Manages chimpanzee facility at Honey Brook, 60 miles outside of city, on a day-to-day basis. *Qualifications:* At least five years' experience working in animal research; some experience with chimpanzees. B.A. with major in psychology, or equivalent; practical knowledge of experimental design and elementary statistics; testing and training technology with chimpanzees in lab setting; some knowledge of practical primate care. \$9,450-\$11,825.

(continued)

RECEPTIONIST to greet and direct visitors, answer inquiries about activities and functions of departments, take and relay messages. Light typing, filing and other routine clerical duties. *Qualifications:* Graduation from high school. Outgoing personality; pleasant telephone manner; willingness to assist visitors. Light typing ability (40 wpm). Clerical aptitude. Previous office experience necessary. \$5,250-\$6,550.

RESEARCH LABORATORY TECHNICIAN II for spectrophotometry, enzyme preparations, enzyme assay. *Qualifications:* College degree in science. Research lab experience helpful, preferably in biochemistry. \$7,425-\$9,300

RESEARCH LABORATORY TECHNICIAN III (II). Positions with varying duties which include performing specialized, varied and complex laboratory experiments, patient testing and data collection and collation. Biochemical experiments of carbonic anhydrase in erythrocytes; operation of mass spectrometry. Blood chemical analyses; measure carboxyhemoglobin in blood, gas, pH oxygen content. General routine lab procedures, helping to maintain animal colony, small animal surgery, preparation and maintenance of tissue cultures, some work involving use of radioactive isotopes. Enzyme assay, column chromatography, spectrophotometry, enzyme preparation. Biochemical analysis of specimens; occasional handling of animals. Preparation of cell and tissue extracts from human and animal sources; enzyme assays; enzyme electrophoresis; radiochemical assays; growth and maintenance of tissue culture cells. General immunological duties, transmission experiments, protein separation. Gas liquid-chromatography; lipid extractions, provides assistance of principal investigator and research specialist. Tissue culture, spectrophotometric enzyme assay; use of radioactive isotopes in various assays, chromatographic and electrophoretic procedures, usual laboratory work. Preparation of biological samples, chemical analysis. Biological assays of various metabolites. Spectrophotometric analysis of biological intermediates. Low temperature kinetic studies; handling of various optical instruments. *Qualifications:* BA or BS in biology, chemistry, biological sciences. Experience preferred. \$8,375-\$10,475.

SECRETARY II (13) to type varied material via handwritten notes, shorthand or dictaphone; arrange appointments, conferences and meetings, generally under direction of supervisor; maintain file systems, informs students, staff, and public of University and departmental policies and procedures. May be responsible for recording expenditures, paying bills and other related bookkeeping activities. *Qualifications:* Graduation from high school or approved training program. At least two years' secretarial experience. Fast, accurate typing; dictation; general clerical aptitude. \$6,050-\$7,550.

SECRETARY III (13). Some require working with figures; all require excellent typing skills, shorthand and/or dictaphone, ability to perform varied duties as assigned. \$6,500-\$8,125.

SECRETARY III with advanced secretarial and supervisory responsibility for plant records, membership records and activities, coordinating, supervising and scheduling of volunteer activities. Handles telephone inquiries regarding Aboretum services, education programs and activities. Makes plant labels and addressograph plates. Sells books, plants, firewood. General supervision of reception desk in front office; orders services and supplies; distributes mail; composes letters and general correspondence. Arranges schedules and appointments, makes reservations. *Qualifications:* Excellent typing, mechanical dictation, operation of office machines. Good appearance, pleasant personality. Good communicator, cooperative and innovative. High school graduate with some college preferred. Five years of responsible secretarial and general office experience. \$6,500-\$8,125.

SECRETARY-RECEPTIONIST. Receives patients, supervises the completion of patient forms and directs them to proper locations. Coordinates the assignment of physicians to examining rooms; schedules appointments; where possible, prearranges tests and lab work for patients. Directs the maintenance, filing and security of patient records, responds to inquiries dealing with problems regarding the Group Medical Practice and/or School of Medicine. Advises potential patients of the nature of the care provided and the fee schedule; responsible for the administration of the reception area and the supervision of the receptionists; performs related duties as assigned. *Qualifications:* Supervisory skills, typing (50 wpm), ability to work under intense pressure. High school graduation plus five years' progressive medical secretarial experience. \$7,475-\$9,350.

SUPERVISOR-MECHANICAL SYSTEMS (4) to monitor and analyze information taken from JC80 system and dispatch appropriate staff and to handle service requests. Prepares periodic statistical reports on service functions. *Qualifications:* High school graduate with five years as journeyman in mechanical, electrical, heating, ventilating or air-conditioning field. Ability to supervise personnel. \$12,225-\$15,275.

TECHNICAL TYPIST for highly complex material containing advanced mathematical and/or statistical phraseology. Proofreads completed work. Other duties as required. Opportunity to learn computerized text editing. *Qualifications:* Ability to type standard material accurately at minimum of 50-55 words per minute. Should be able to use dictaphone. Preferably at least five years' experience as technical typist, graduation from high school or business college. \$6,050-\$7,550.

TYPIST II to type tests, reports, correspondence and requisitions from hand-written notes and dictaphone. Grades tests, records grades, copies, collates, maintains filing system. Receives visitors and answers routine questions. *Qualifications:* Typing experience and excellent typing skills, clerical aptitude. \$5,625-\$7,025.

SECRETARY (approximately 24 hrs./wk.) to take dictation, type correspondence manuscripts, arrange appointments, answer telephones and file. *Qualifications:* Dictation, good typing skills, ability to become familiar with art historical terminology.

SECRETARY II (part-time) to type grant applications and correspondence; file, prepare budget, answer phones; responsible for running small office. *Qualifications:* Typing, shorthand. Ability to work with total independence.

SECRETARY II (part-time) to answer phone, take shorthand, transcribe from dictaphone, type manuscripts. *Qualifications:* Shorthand absolutely necessary.

SECRETARY II (3 days/wk.) to type letters, memos and office correspondence and make appointments for staff; answer telephones, xeroxing, messenger services when required. *Qualifications:* 50 wpm on electric typewriter; at least two years' office experience. \$3.00/hr.

SECRETARY III (12-15 hrs./wk.) Manuscript typing, correspondence, filing; general secretarial duties. *Qualifications:* Good typing and general intelligence. Previous secretarial experience plus some years of college preferred. *Salary to be determined.*

WEOP: SEPTEMBER 16

WEOP (Women for Equal Opportunity at the University of Pennsylvania) has scheduled its first meeting of the fall for Thursday, September 16, at noon in 112 Logan Hall. All Penn women are welcome.

THINGS TO DO

Tonight at 8 p.m. William E. Colby, former director of the Central Intelligence Agency, gives the first *Connaissance* Lecture of the fall in Irvine Auditorium.

Football season begins September 18 in New Hampshire, where Penn plays Dartmouth, but season tickets for home games are available for faculty and staff at half price (\$10). The first home game is against Lehigh on September 24, followed by Columbia (October 2), Yale (October 23), and the Homecoming Game with Harvard (October 30). Call Ext. 6151 for information.

Tennis can be played at the Robert P. Levy Tennis Pavilion almost any time (7 a.m. to midnight weekdays and 8 a.m. to midnight weekends) for a fee (\$1.75 per person for faculty and staff). A reservation card (\$7.00) is necessary to reserve courts, which must be done three days in advance. If your tennis game is sick or uneducated, instructional programs and clinics are available at hourly rates. Call Ext. 4741 for information.

The PUC film series includes *Funny Lady* on September 17 at 7:30 and 10:30 p.m. and *The General and Gold Rush* on September 21 at 7:30 p.m.; both in Room B-1 of the Fine Arts Building; \$1.

Two American Film Theatre presentations begin the Christian Association's fall film series: *The Homecoming* (September 17) and *The Man in the Glass Booth* (September 18); 7:30 and 10 p.m.; \$1; Christian Association Auditorium.

ALMANAC: 515 Franklin Building (16) Ext. 5274

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