

# Almanac

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## FACULTY OF ARTS & SCIENCES: THE EIGHTIES UNDER WAY WITH SIX NEW CHAIRS

Six endowed professorships announced at last Friday's meeting of the Trustees have thrust the Faculty of Arts and Sciences into the limelight of the University's Program for the Eighties. Described by FAS Dean Vartan Gregorian as "a great boost," the professorships announced by President Meyerson are as follows:

- Three professorships endowed by Trustee Walter Annenberg, an alumnus and former U.S. Ambassador to the Court of St. James's; appointments to the new chairs (one each in the humanities, social sciences and natural sciences) will be announced in the near future.
- The Zellerbach Family Professorship in the Performing and Dramatic Arts, endowed by Harold L. Zellerbach, emeritus life trustee and an alumnus of the Wharton School, and members of his family; the chair, which will draw on the talents of FAS and the Annenberg School of Communications, has not yet been filled.
- The Thomas S. Gates Professorship in the Arts and Sciences, established by the Morgan Guaranty Trust Company and friends, in honor of Mr. Gates, emeritus trustee and now U.S. Ambassador to the People's Republic of China; the chair will be filled, over time, by scholars from several disciplines in FAS.
- The Charles C. and William L. Day Professorship, named for former trustee chairman William L. Day, who died in 1973, and his father, and founded by friends and family members; Dr. Oliver

E. Williamson, professor of economics, law and public policy, and chairman of the economics department, is the first Day Professor.

At the Faculty Club luncheon held to announce the endowments, Trustee Chairman Donald Regan reported on the overall progress of the Program for the Eighties. As of October 22, he said, \$87,020,000 (34% of the total) had been received. This amount put the campaign on target but, he added, "we certainly can't afford to let up."

Several specific gifts announced by Mr. Regan included the estimated \$4.7-million estate of Dr. Walter Louis Croll, a 1911 medical school alumnus, which will endow scholarships in the School of Medicine; \$150,000 from American Standard, not yet allocated; a gift of \$800,000 from the Robert Wood Johnson Foundation to support the clinical scholars program; and a grant of \$200,000 to the economics department from the Rockefeller Foundation. In all, gifts from corporations total \$11,420,000, from foundations \$27,970,000, and from alumni and friends \$47,630,000.

After the luncheon, Mr. Regan and others, including William Day's widow and son, planted a red oak tree in the Class of 1951 Plaza at 36th and Walnut Streets. The planting in honor of Mr. Day was the inaugural act of the John Bartram Associates, a memorial program to accept gifts from alumni, faculty and staff for the beautification of the campus through plant life.



### INA PROSTHETICS LAB: \$200,000

The Department of Physical Medicine and Rehabilitation in the School of Medicine and the Hospital have established the INA Orthotic/Prosthetic Research Laboratory to conduct research and provide education and service on braces and artificial limbs. Amin K. Hajj, former chief of the prosthetic and orthotic department of the American University of Beirut, was named director of the new center, which has been funded by a \$200,000 grant from the INA Corporation.

The Laboratory will carry on research into the development of lighter and more realistic artificial limbs, as well as improved control mechanisms, according to Dr. William Erdman, chairman of the physical medicine and rehabilitation department. He said that the rapid fitting and teaching of patients was the other half of the Laboratory's mission.

### CAMPUS CAMPAIGN: \$1,950,000

The campus campaign to raise \$5 million in faculty-staff gifts to the Program for the Eighties has \$1,950,000 in pledges to date—and an interim goal of \$3 million by December 31.

Since the campus drive is among people of widely ranging incomes, the gift report shows startling contrasts—a clerical employee's pledge of \$1 a week for 255 weeks is recorded alongside a \$300,000 life income trust—and much of the emphasis is on percentage of participation.

Coordinators Samuel J. Cutrufello, Mrs. Una Deutsch, Dr. Charles Price and Fred Shabel are stressing the participation goal as they urge support staff and employees, faculty and administrative staff to turn in pledges now. Health Affairs has a drive-within-the-drive, led by faculty, and Mrs. Myra Stayton is coordinating a HUP sector of the campus campaign.

# The Faculty Grievance Commission—The Second Year

The report of the Faculty Grievance Commission for the first year of its activities was published in the *Almanac* of May 20, 1975. As also occurred last year, there have been far fewer formal cases than expected but they have taken far longer to resolve than was hoped. In all, 18 potential cases have been resolved satisfactorily or withdrawn after initial discussions with the Chairperson of the Commission and (usually) informal negotiation with someone from the administration of the University. Eight other cases have been processed formally so far and are distributed as shown in the table below.

The very existence of the Office of the Ombudsman and the Faculty Grievance Commission seems to have been concomitant with a reduction in the frequency of some of the more blatant types of inappropriate behavior by some people in authority in the University.

The members of the Faculty Grievance Commission for 1976-77 are as follows:

*Howard Arnold, Associate Professor of Social Work*  
*Ruzena Bajcsy, Assistant Professor of Computer and Information Science*  
*Harold J. Bershady, Associate Professor of Sociology*  
*Edward W. Brennan, Associate Professor of Accounting*  
*Anna-Marie Chirico, Associate Professor of Medicine*  
*Robert E. Davies, Benjamin Franklin Professor of Molecular Biology*  
*Sally S. Green, Associate, Department of Psychiatry*  
*Larry P. Gross, Associate Professor of Communications*

*Morris Hamburg, Professor of Statistics and Operations Research*  
*Anne Keane, Associate Professor of Nursing*  
*Cecilia C. Lee, Lecturer, Chinese Studies, Oriental Studies*  
*A. Leo Levin, Professor of Law*  
*Florence S. Lief, Professor of Virology*  
*Paul C. Montgomery, Associate Professor of Microbiology*  
*Michelle Richman, Assistant Professor of Romance Languages*  
*Thomas S. Robertson, Associate Professor of Marketing*  
*Elaine Scarry, Assistant Professor of English*  
*Paul Soven, Professor of Physics*  
*Bernard Steinberg, Professor of Electrical Engineering*  
*William Zaranka, Assistant Professor of English*

The Commission has elected Sally S. Green as Chairperson, Paul C. Montgomery as Vice-chairperson and Elaine Scarry as Recorder for 1976-77.

On May 18, 1976, a letter was published in the *Almanac* from the Chairperson asking for suggestions for modifications of the Faculty Grievance Procedure. A subcommittee to recommend possible changes in the Grievance Procedure has been formed. Its members are:

*Robert E. Davies, Convenor*  
*Sally S. Green*  
*Cecilia C. Lee*  
*A. Leo Levin*  
*Florence S. Lief*

—R.E. Davies, Chairperson 1974-1976  
*The Faculty Grievance Commission*

## GRIEVANCES AND THEIR DISPOSITION, 1975-76

Case	Sex	Title	School	Nature	Result
1	M	Full Professor	Vet. Med.	Salary	A negotiated settlement has been made.
2	M	Instructor	None	Conditions of work	A negotiated settlement has been made.
3	F	Former Asst. Prof.	F.A.S.	Tenure & promotion	The grievant lost the case.
4	F	Assistant Prof.	F.A.S.	Reappointment	The grievant lost the case.
5	M	Associate Prof.	Med.	Conditions of work	The grievant lost the case.
*6	M&F	All professorial ranks	Grad. Educ.	Action & procedures	The case was withdrawn.
7	M	Associate Prof.	Grad. Educ.	Promotion	The case is being processed.
8	M	Assistant Prof.	F.A.S.	Tenure & promotion	The grievant lost the case.

\*The grievances signed by many members of the Graduate School of Education have now been withdrawn in a letter containing the following sentence, "Although the grievances are justifiable in our judgment, we now anticipate that redress will occur by means other than the formal grievance process."

## A Preliminary Report on Salary Policy

*An Agenda Item for the Senate Meeting November 17*

October 15, 1976

The Committee on the Economic Status of the Faculty continues to be concerned about the erosion of the real purchasing power of many of our faculty. In recent years, other budgetary requirements have made it impossible for the University to increase salaries in line with the cost of living. Last year, while there was an overall increase of 6 percent in faculty salaries, only 2 percent represented an across-the-board cost-of-living increase. The remaining 4 percent was allocated to salary adjustments for promotion and professional growth, exceptional merit, and equity.\* These adjustments are important and we hope they will again be possible this year. As a consequence of inflation of some 6 percent, many of our faculty suffered an outright decline in real purchasing power of 4 percent. We cannot, of course, continue a similar policy year after year. It is essential to plan ahead to build into the University budget an allocation for salary increases sufficient to meet faculty needs.

The Committee has considered economy-wide trends in compensation and prices. We must anticipate an increase in the cost of living of at least 6 percent in the coming year. This should set a floor salary increase—we should not, as last year, cut into this amount to accommodate adjustments. Nor, on the other hand, can we omit the increases which are necessary to reward faculty for promotion and performance or to remove inequities.

We have consulted with members of the administration and deans to evaluate the funds required. Following the scheme of needs for salary adjustments laid out last year, our estimates are as follows:

**Promotions and Professional Growth**—In addition to increases for promotions, we have in mind salary increases to many of our younger faculty as they develop their professional skills. Such increases averaging 4 percent might go to one-quarter of the faculty. Promotions and professional growth require an allocation of approximately 1.5 percent of the salary pool.

**Exceptional Merit**—Exceptional performance in research, teaching, or University service should not go unrewarded. But such rewards need go only for truly exceptional contributions. Approximately 0.5 percent of total salaries may be a sufficient allocation.

**Equity**—There remain problems of faculty who for one reason or another have failed to obtain salary comparable to that of their peers. Discussions with some of the deans suggest that an allocation of 1 to 1.5 percent will be necessary even to redress only the most serious inequities.

Altogether this means that a realistic target this year might be a 6 percent cost-of-living salary increase plus an allocation of some additional 3 to 4 percent for needed adjustments.

It would be wrong to call this a 9 to 10 percent salary increase, though of course it calls for such an additional allocation for salaries. The 6 percent cost-of-living adjustment serves simply to maintain real purchasing power. The 3 to 4 percent for adjustments represents improvements which are necessary as a result of inequities and the normal professional development of our faculty. The suggested increase is very close to that being awarded in the federal government's professional positions where a basic across-the-board increase of 5.5 to 6 percent is supplemented by improvements in grade and promotions and awards for exceptional performance. The Committee feels that an allocation of 9 to 10 percent—6 percent as an across-the-board increase and 3 to 4 percent for adjustments—is a minimum estimate. It will not offset past losses in real salary (some 8 to 10 percent in the past five years) and it will not even provide small improvements in real purchasing power for many faculty.

This year our estimates of needs for faculty salaries are being made earlier than usual. Moreover, in place of a salary target figure measuring simply what might be appropriate in the light of current inflationary trends and past faculty salary erosion, we have tried to establish a realistic minimum estimate. We have taken this approach because it is important to integrate our proposal on faculty salary increases into the University's overall budget process. The Budget Committee is presently considering budget alternatives for 1977-78. We hope that the Committee will develop an alternative which explicitly considers the overall implications of our proposal for salary increases, and that the administration will give this alternative serious consideration.

*Senate Committee on the Economic Status of the Faculty*

*F. Gerard Adams, Chairman*

Ann Beuf  
Jean Alter  
David Cummins  
Nancy Leonard

Walter Wales  
Margaret Wood  
Robert Lucid, ex officio  
Britton Harris, ex officio

\*These represent the salary increase guidelines given by the administration and by deans and department chairmen. The Committee is presently investigating how they were implemented.

*The formation of the Faculty of Arts and Sciences brought with it the ending of the old Graduate School of Arts and Sciences and left us with a number of organizational issues concerning the graduate programs leading to the M.A., M.S. and Ph.D. degrees. These issues remained largely unresolved last spring and John Hobstetter, associate provost for academic planning, undertook to negotiate and develop an organizational proposal with which the principally affected parties could all agree. I am happy to say that a successful outcome appears to be at hand. The following statement describes the general responsibilities and prerogatives of faculties, deans, the Vice-Provost for Graduate Studies and Research, the Educational Planning Committee and a new Graduate Council of the Faculties. The statement appears to enjoy wide acceptance and it is now before the Senate Advisory Committee for consideration. I*

*make it available here for the entire University community.*

*One very important part of this task remains to be done. We need to develop a means of providing for the graduate programs in bio-science the same kind of focused planning and support that an organized faculty normally provides for its own programs. The elaborate set of cross-memberships among the bio-science programs, which is a principal source of their strength, complicates the organizational problem. Dr. Hobstetter is working with the involved deans, faculty spokespersons and others in a continuing attempt to find a resolution. It should be understood that however the managing organization for the bio-sciences may develop, it will fit under a general framework of responsibilities such as described in the following statement.*

*—Eliot Stellar, Provost*

## The Organization of Graduate Studies

*by John N. Hobstetter*

The organization of graduate studies in the arts and sciences should maintain the best features of the flexible graduate group system we have known in the past, but should be strengthened by making explicit the joining of decision-making to resources to produce distinguished academic achievement. The proposals that follow are intended to spell out the exercise of responsibility and accountability as they relate to graduate studies in particular.

### BACKGROUND

During the last five years the University has been restructuring itself to make its modes of governance more effective. Although several bodies have had major influences upon the emerging structure, the whole pattern has been and is a well thought-out and coherent one in which only a few last pieces remain to be put in place. It may be useful to review briefly what has already been done.

Membership in the University turns over so much from year to year that it is easy to lose track of the work of so recent an organization as the Task Force on University Governance. Six years ago this remarkable group of students, faculty, administrators and trustees invested more than a year's hard work on problems of University governance. Most of its recommendations have been adopted, including the capstone of its report—the creation of the Faculty of Arts and Sciences. It is worth recalling that the Task Force was led to this recommendation in order to end the old dual system of governance in which decisions about graduate studies were divorced from resource responsibilities, and in which important segments of graduate studies were intellectually isolated from much of the rest of academic life. The Task Force said of the former system: "It can be said with reason that the University was never really organized to manage graduate education. As a result, the massive growth of graduate education has been

unplanned and in many ways uncontrolled, and has placed enormous burdens on inadequate revenue sources. Graduate education is strong where a close identification with an undergraduate budgetary department exists. Other examples of strength are rare triumphs of reason over the system. Yet on every side we observe that very important graduate areas are emerging which do not match budgetary departments and which the system will probably not nourish and reward. We believe that graduate education must be brought within the general planning competence of a budgetary dean, and that this purpose can be accomplished in consonance with the reunification of education at Pennsylvania which we find necessary."

These words stand as a continuing admonition that we not dismantle the progress we have made in bringing graduate education under the planning competence of school faculties and their deans. Only in the case of the old bio-medical quadrant is there further structural work of this kind to do. This problem is addressed in a separate section below.

The next University body to speak to modes and goals of governance was the Development Commission. The Commission saw that effective planning of the use of existing or of new resources depended critically on a more precise definition of the amount of those resources. Its preliminary methods of budget analysis were a great stimulus to the working out of our new budget system which tries to identify with some precision the resources available to each school faculty. In using a known resource base each faculty is in a position, finally, to make informed "trade-offs" in each search of improved academic benefits. Refinements to the system now permit the prediction of durable resources out to a five-year planning horizon, thus permitting for the first time realistic, achievable forward planning of the academic enterprise, both graduate and undergraduate, of each school faculty.

The Commission took up and elaborated the Task Force's theme



of unification of education. One University is characterized in very large part by increased interaction between and integration of undergraduate and graduate education. It is difficult to believe that any significant integration will occur unless both educational programs are management concerns of a school faculty which commands the resources that will be needed.

Acting on the recommendations of the Task Force, the Commission and other considerations of similar character, we have brought about the structural changes that join responsibilities to resources within the school faculties. These responsibilities clearly include graduate programs. There are persuasive reasons why this work should not be undone or compromised. The remaining questions about the organization of graduate studies which are addressed here are not about responsibilities for operating the programs, but about accountability for the results obtained.

## ACCOUNTABILITY

The resources one faculty uses are necessarily denied to other faculties. Therefore, at the same time that a school faculty is given greater responsibility for the management of resources, it becomes more explicitly accountable to the University-wide community for the wise use of those resources.

Faculties receive resources in two ways. Each receives some part, however large or small, of the finite general income of the University as a discretionary subvention. More important, each uses some part of the finite scale of the University. The old expansionist days are behind us; our physical plant may improve, but almost certainly will not grow much in size; the size of the plant and the demographic outlook for the student pool both dictate that the student body, however distributed, is unlikely to grow much beyond its present size and may well shrink; our resource base will probably not permit any significant expansion in the services to academic programs. Each faculty uses part of this scale—plant, students, services—to generate resources. The problem for University governance is to determine and act on the effectiveness with which each faculty turns its use of subvention and scale into academic benefits.

The Vice-Provost for Graduate Studies and Research and the Vice-Provost for Undergraduate Studies and University Life are program officers responsible to the Provost both separately and jointly for monitoring and assessing the quality and effectiveness of all academic programs, and recommending remedial or other action where programs are deemed deficient or ineffective. The Vice-Provost for Graduate Studies and Research will therefore assist each faculty and dean in discharging their academic responsibilities to the Provost for the effective use of resources in pursuit of graduate or graduate-professional programs. The Vice-Provost is not a line officer and, indeed, would be compromised if *academic* line responsibilities devolved upon that office. Instead, as program officer, the Vice-Provost has recourse to the Provost, bringing problem areas and opportunities to the attention of the Provost for resolution through the line of regular academic governance extending from the Provost to the dean. The success of this system of intersecting line and program responsibilities depends critically on the Provost's pursuit of concurrence between line and program officers on matters of standards, quality and effectiveness of academic programs.

It is important to provide collegial support to the Vice-Provost in discharging the responsibilities of that office for both graduate programs and for graduate-professional programs. At this time and in this proposal we are particularly concerned with collegial support in relation to graduate programs leading to the M.A., M.S. and Ph.D. degrees. These are the only University-wide graduate programs and are generally regarded as the capstone of our educational enterprise. Their health and effectiveness are of profound importance. We defer for the moment any detailed consideration of graduate-professional programs.

The Vice-Provost for Graduate Studies and Research is to be supported by three collegial groups: the new Educational

Planning Committee, a new Graduate Council of the Faculties and the Council of Graduate Deans.

The *Educational Planning Committee* will aid the Vice-Provost in defining criteria for assessment of both graduate and graduate-professional programs, and in establishing the procedures by which assessment will be made. External peer assessment is seen to be an essential component of the system. The Committee will also be kept apprised of the results obtained. The Committee should also advise, upon request of the Provost, on the establishment of new programs or the termination of old ones.

The *Graduate Council of the Faculties* will advise the Vice-Provost on the means by which the assessment procedures may be implemented for M.A., M.S. and Ph.D. programs, and will advise on other academic matters that relate to standards and to the general health of graduate studies. The faculty members of the Council will, symbolically, on behalf of the faculties that elect the Council, certify to the Trustees the candidates for the award of the M.A., M.S. and Ph.D. degrees. The Council will be elected by the school faculties that manage these graduate programs, the elections being conducted in accordance with the by-laws of each faculty. Representation will be as follows:

<i>Constituency</i>	<i>Members of Council</i>
FAS	5
CEAS	1
Bio-Medical (however finally structured)	2
Wharton	1
Other Faculties	1
Ph.D. Candidates	3

The *Council of Graduate Deans* will assist the Vice-Provost in deciding which administrative functions are best carried out centrally, and advise on carrying them out. These might include such things as providing a central information and reference source on graduate and graduate-professional programs, administrative coordination of program changes and of admissions operations, processing of and control of dissertation formats, record-keeping, housing policy and procedures, coordination of bulletin preparation and distribution, etc.

Pursuant to these thoughts the responsibilities of the Vice-Provost, the Graduate Council of the Faculties and the school faculties can be described more completely as follows:

### *The Vice-Provost for Graduate Studies and Research*

1. Encourages and cooperates with deans and their faculties and with appropriate University committees in establishing and maintaining a vigorous joint system of assessment of graduate and graduate-professional programs across the University, with external peer evaluation as an essential component. (Indeed, in the rare event of necessity for intervention the Provost may request the Vice-Provost to initiate such assessment.)
2. Makes recommendations to the Provost about graduate and graduate-professional programs, guided by assessment of their quality and effectiveness.
3. Encourages deans and their faculties and negotiates arrangements with them to establish innovative and promising graduate programs, particularly if they involve participation across the lines of the school faculties, and recommends incentives for their support to the Provost.
4. Provides counsel and advice on graduate issues, and on the development of funding to support graduate programs from both government and private sources.
5. Chairs the Graduate Council of the Faculties (below).
6. Will be involved in governance arrangements for the bio-science graduate groups as these arrangements are developed.
7. Oversees and recommends to the Provost matters that relate to the environment of graduate education, including those that affect the quality of graduate student life.
8. Establishes and operates a system for the competitive

award of the University-wide graduate fellowships that are funded centrally.

9. Supervises the operation of those services to graduate programs that are best provided centrally.

10. Presents to the President at Commencement candidates for the conferring of the M.A., M.S. and Ph.D. degrees.

11. Signs diplomas jointly with the appropriate dean.

#### *The Graduate Council of the Faculties*

1. Advises the Vice-Provost on implementation of assessment procedures for M.A., M.S. and Ph.D. programs.

2. Advises the Vice-Provost on admissions and program standards to be used in interpreting the results of program assessment, and acting on behalf of the electing faculties, establishes *minimum* admissions and program standards for the M.A., M.S. and Ph.D. degrees across the whole University.

3. Assists the Vice-Provost in the award of those University-wide graduate fellowships that are funded centrally.

4. Provides assistance and counsel as may be necessary in coordination of academic programs; and assumes a special role in the management of any *interschool* Ph.D. program which does not fall within the responsibility of a school faculty.

5. Counsels the Provost on academic issues involving M.A., M.S. or Ph.D. programs and their students that may be appealed to the Provost.

6. Receives from the faculties lists of the approved candidates for the conferring of the M.A., M.S. and Ph.D. degrees and certifies these to the Trustees (students abstaining).

7. Advises the Vice-Provost upon the condition of graduate student life at Pennsylvania.

#### *The School Faculties*

The faculties, led by their deans, are responsible for the creation, dissolution and management of graduate programs in their substantive areas. Subject to the constraint that all academic decisions must have the explicit or implicit approval of the Provost and President and, where appropriate, of the Trustees, and recognizing that decisions stem variously from the program, department and faculty-wide level under the leadership of the dean, the responsibilities of the faculties in graduate studies include the following: The faculties, led by their deans:

1. Cooperate with the Associate Provost, the Vice-Provosts and appropriate University committees in establishing a vigorous system for academic planning and wise use of resources.

2. Propose to the Provost the establishment of new graduate programs or the dissolution of old ones, relating these proposals to the academic benefits expected.

3. Determine the size of each graduate program as part of an optimal allocation of resources.

4. Decide the course and research offerings needed to construct the graduate programs.

5. Decide the course and other requirements for the M.A., M.S. and Ph.D. degrees in each program offered, subject to minimum standards defined by University policy.

6. Decide which graduate students to admit to each program, subject to minimum standards defined by University policy.

7. Decide the use of graduate student aid funds included in the resource base of the faculty itself.

8. Decide on the scholarly fields where faculty are needed to staff course and research offerings.

9. Lead the search for qualified faculty members.

10. Determine qualifications for membership in the faculty.

11. Seek external support for graduate programs.

12. Approve candidates for the conferring of degrees, which approval is attested by the Dean's signature on diplomas.

13. Elect members of the Graduate Council of the Faculties.

14. Exercise accountability for the wise use of resources to the Provost and the University community at large.

## PLACEMENT IN SOCIAL WORK JOBS

The Placement Service's educational placement division has recently added to its repertoire counseling services for students and alumni interested in social work careers. The educational division, which provides services for psychological and nursing careers, in addition to those in education, advises any interested students, faculty, or alumni to contact Placement Service, Ext. 7529.

## LETTERS

### MORE ON THE \$2000 QUESTION

May I comment on the interchange between Mr. Miller and Ms. Freedman ("A \$2000 Question," *Almanac* October 19)?

1. Mr. Miller raises an issue of propriety and Ms. Freedman responds with the claim of necessity. The basic issue still remains: Is the University—the students, the faculty, the librarians, the lab assistants, etc.—best served by the \$2000 fee paid to the speaker? Or would an alternative use of the funds—a scholarship for a student, an increase in my salary, a few more books for the library—be advisable?

It is this issue, of values or of priorities, which is raised by Mr. Miller's letter.

2. Ms. Freedman's response of necessity, that the market determines high fees which *Connaissance* and the University must meet to acquire the speaker, is appropriate as a short-run response. However, has Ms. Freedman (and has her office) contemplated the possibility of *influencing* the market, and not treating it entirely as an external phenomenon? An agreement amongst a dozen or two major universities to restrict fees may encourage the "public-spirited representatives of the people" to be more modest in their expectations. I am sure that the universities belonging to this cartel would lose a few speakers, but it is unlikely that all would withdraw their services. I am afraid that I cannot afford details of how such an agreement might be effected, but I am informed that the athletic departments of the Ivy League colleges do have an (effective?) agreement to restrict the competitive bidding for the talent they seek. Could we ask them to advise us? Or could we seek the advice of some loyal Wharton School or Law School graduates who, out in the real world, daily have practical experience of reducing the pressures of competition without running afoul of those spoilsports in the Justice Department?

—Jamshed K.H. Ghandhi, Associate Professor of Finance

The longstanding *Connaissance* policy of paying large sums to "nationally known" figures adapts too readily to a national (and world) malaise—the worship of the brand-name personality without regard to substance. This seems especially inappropriate in a university environment, where a search for wisdom and worthwhile ideas ought to be displacing conventional irrationalities (including the compulsion to fill large halls). If students will not come to listen to individuals whose merits are simply substantive, let them stay in their rooms and study, or watch the super brand names cavort on TV—at no cost to the University.

—Edward S. Herman, Professor of Finance

### YOU STILL HERE?

A parenthetical reference to my retirement in your mid-summer issue, while factually correct, seems to be a source of puzzlement to some of your readers. I've been greeted by more than a few raised eyebrows and "You still here?" looks as I continue to pursue my accustomed rounds on campus.

If I may loosely paraphrase Mark Twain: While the report of my retirement is true the actuality is somewhat exaggerated. My services as interior design consultant to various departments and individuals of the University community are still being utilized, retirement status notwithstanding.

Inquiries can reach me at the Office of Facilities Development, 748 Franklin Building, where I'm afforded a kind of emeritus status.

—Maurice Burrison

## OPENINGS

*The following listings are taken from the Personnel Office's bulletin of October 27. Dates in parentheses refer to the Almanac issue in which a complete job description appeared. The full list is 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

ACCOUNTANT I (2) (10-19-76).

ACCOUNTANT II (10-12-76).

ASSISTANT TO THE DIRECTOR (10-26-76).

DIRECTOR OF CGS & SUMMER SCHOOL (9-14-76).

DIRECTOR OF RESOURCE MANAGEMENT (9-14-76).

FACILITIES PLANNER (9-28-76).

LIBRARIAN II (9-14-76) with Arabic, Persian, Turkish language competence.

VOCATIONAL ADVISOR (10-12-76).

### SUPPORT STAFF

ADMINISTRATIVE ASSISTANT I (NEW YORK) (10-5-76).

ADMINISTRATIVE ASSISTANT I (4) has executive administrative responsibilities relating to budgets and personnel records for large department. Prepares reports; assists in department purchasing functions when necessary; may perform difficult typing; types letters, reports, schedules, moderate use of dictaphone; maintains office supplies and filing system; makes travel arrangements, etc.; orders materials for staff; acts as coordinator of board review course; handles telephone calls and appointments. *Qualifications:* Accurate, neat typing. Should use dictaphone or take shorthand. Must be able to function in busy office. Some require medical vocabulary; knowledge of budget work, ability to work with minimum of supervision. College degree desirable, but will consider intelligent experienced person with proven ability. \$6,950-\$8,675.

CONTRACT ACCOUNTANT (10-26-76).

CUSTODIAL FOREMAN supervises, schedules, and assigns the work of custodian engaged in cleaning and maintenance of office buildings. Responsible for training subordinates in proper methods and procedures outlined by the Department of Buildings and Grounds; maintains adequate stock of supplies and equipment as well as appropriate operating records. Performs related duties as assigned. *Qualifications:* Graduation from elementary school; high school graduate preferred. Five years' direct experience in housekeeping or janitorial work. Must have knowledge of related equipment; must be available for weekend duty on rotation basis. Ability to supervise others; physical ability to move about actively. *Salary to be determined.*

DENTAL ASSISTANT I schedules patients and maintains treatment records. Responsible for the sterilization, storage, and procurement of dental instruments. Makes impressions and pours study models. Performs related duties as assigned. *Qualifications:* Graduation from high school; completion of a dental assistant's course approved by ADA Council on Dental Education; certification by the American Dental Assistants Association; one year of direct experience desired. \$7,525-\$9,400.

DENTAL ASSISTANT II assists dentist at chairside by preparing all necessary instruments and equipment; assists with dental procedures. Demonstrates the manipulative practices of dental assisting. Schedules clinic patients and maintains their records. Supervises the sterilization, storage, and procurement of dental instruments. May instruct patients in the bacterial cause of dental disease; teaches the patient skills by which he/she can control dental disease. May supervise the work performance of other dental assistants. Performs related duties as assigned. *Qualifications:* As developed in tutorial training and qualifications under Dental Assistant I (above). \$8,475-\$10,625.

JUNIOR ACCOUNTANT (10-19-76).

LABORATORY COURSE PREPARATOR (10-19-76).

LICENSED PRACTICAL NURSE (10-26-76).

MEDICAL SECRETARY (2) (9-14-76).

PROPERTY INSURANCE ASSISTANT (10-26-76).

RESEARCH BIBLIOGRAPHER I (10-19-76).

RESEARCH LABORATORY TECHNICIAN II (10-12-76).

RESEARCH LABORATORY TECHNICIAN III (7) (10-19-76).

RESEARCH MACHINIST II operates all standard metal-working machines (milling machine, drill press, shaper, boring mill, lathe, grinder, etc.). Assists research staff or students on the design of parts, machining techniques, and choice of materials. Assumes supervisor's duties in his absence. Orders supplies and equipment and maintain records. Performs related duties as assigned. *Qualifications:* Completion of a four-year approved apprenticeship program or equivalent experience. Eight years' machinist experience in a research facility. Knowledge of shop mathematics and the working properties of all principal metals, alloys, and synthetic materials. Must possess qualities of imagination, initiative, and inventiveness. May require ability to supervise the work of others. *Salary to be determined.*

SECRETARY II (6) (9-14-76).

SECRETARY III (7) (10-12-76).

SECRETARY IV (10-26-76).

*continued*

### ISRAEL EXCHANGE: FACULTY POSITIONS

Under the terms of the agreement for academic collaboration between the University of Pennsylvania and the seven universities in Israel, a number of visiting positions in Israel are being made available to members of our faculty.

These positions carry salaries according to current Israeli scales. Teaching assignments are negotiable. Applicants who secure these positions will be eligible to compete for financial supplements from the Penn-Israel Fund. Such awards will be made by the Provost in consultation with the program's academic coordinating committee which has as a primary function the selection of visitors.

Requests for application forms for visiting positions in 1977-78 and inquiries about subsequent years should be made to:

*Professor Arnold Thackray, Chairman  
Pennsylvania-Israel Academic Coordinating Committee  
108 E. F. Smith Hall, Ext. 8400*

### WINTER RECESS: SEMINAR IN ISRAEL

The Jewish Campus Activities Board is sponsoring Israel Faculty Seminar 1976, an opportunity for faculty members and their spouses to tour Israel during the winter recess. The thirteen-day tour, geared towards younger faculty who have not yet been to Israel, will give participants a chance to see much of the country, including several universities. Due to a subsidy from the Zionist Council of Arts and Sciences, the cost of the tour, including round trip air fare, will be only \$775 for faculty members and \$975 for their spouses. The tour departs from New York City December 20, and returns on January 2. Arrangements can be made for extended stays in Israel or visits to Europe on the way back. Applications submitted after November 10 are subject to a \$25 late fee, and payment in full must be made by November 25. For more information, contact Fran Goldberg at Hillel House, Ext. 7391 or 6682.



UNIVERSITY POLICE OFFICER (2) patrols assigned area of campus to ensure safety, to prevent or discover the commission of crime, and to enforce traffic and parking regulations. Makes sure the buildings are secure. Checks for fire and accidental or willful damage. Reports damage discovered and follows up with a written report to supervisor. *Qualifications:* Ability to pass a physical examination. U.S. citizenship, high school graduate, college graduate preferred. Requires a background investigation, qualification with a hand gun. Must demonstrate ability and desire to satisfactorily complete the Academy (when selected to attend), abide by a demanding code of ethics, and work easily with students, staff, and faculty. *Salary to be determined.*

## PART-TIME

DENTAL ASSISTANT I (see description above).

SECRETARY II for four to twelve weeks. Secretary for two faculty members. Dictation or ability to use dictating equipment. Prior secretarial/clerical experience. *Salary to be determined.*

SECRETARY II (PART-TIME) (10-5-76).

SECRETARY II (PART-TIME) (10-19-76).

## THANKSGIVING, OTHER HOLIDAYS

The University will celebrate Thanksgiving Day, the day after Thanksgiving, Christmas Day, and New Year's Day on the calendar day of each holiday. Support staff personnel required to work on these holidays shall be compensated at the holiday rate, i.e., the employees' regular daily pay plus one and one-half (1½) times their regular hourly rate for all hours worked.

The University will be closed Friday, December 24, 1976. The special Christmas vacation will be the period Monday, December 26, 1976 through Friday, December 31, 1976. For support staff personnel who are required to be at work on any or all of these days, time off may be re-scheduled.

For employees covered by collective bargaining agreements, the applicable provisions of each agreement shall govern.

—George W. Budd, Director  
Personnel and Labor Relations

## THINGS TO DO

### EXHIBITS

*Watercolors* by Miho Tanaka go on exhibit November 7 in the Women's Cultural Trust Gallery. Hours are 3 to 5 p.m. this Sunday; 11 a.m. to 5 p.m. Monday, Tuesday, and Friday; 11 a.m. to 8 p.m. Wednesday; and noon to 3 p.m. Saturday.

Strings attached: The Violin Society of America opens an exhibit in the Klein Corridor of Van Pelt Library on November 8. *Violin Making in America* traces the development of the art with 40 instruments made during the past three centuries and other paraphernalia; hours are 8:45 a.m. to midnight Monday through Thursday; 8:45 a.m. to 10 p.m. Friday; and 10 a.m. to 6 p.m. Saturday.

### LECTURES

For the fluent, Daniel Poirion speaks on *Jean de Meun et la dialectique du Roman de la Rose* in the Lessing Rosenwald Gallery of Van Pelt Library; November 4 at 4 p.m.

Not from Boston, *Celtic Languages and Literatures: Disciplines and Problems* is the topic of Dr. Ann Matonis of Temple when she speaks in 323 Bennett Hall November 5 at 4 p.m.

Horace Jones, president of Burlington Industries, speaks at the executive dinner series sponsored by the Wharton Graduate Association; 6 p.m., November 5, Faculty Club.

Media making waves: *Professionalism in Broadcasting as an Issue of Dependence in Developing Countries*, a lecture by Dr. Rita Cruise O'Brien of the Institute for Development Studies at the University of Sussex, England; November 8, 4 p.m., Annenberg School Colloquium Room.

Professor Kasi Ramanathan of the University of Washington explains *A Methodology for Corporate Social Accounting* at the accounting department workshop series; 3 p.m., November 8, 104 Williams Hall.

Compare *American Political Leadership in the Eighteenth Century and Today* with Professor Patricia Bonomi of New York University; the

Bicentennial College lecture begins at 4:30 p.m., November 9, in Stiteler Hall, Room B-26.

Great leaps: a lecture on *venture capitalism* by H.E. McBrayer, president of Exxon Enterprises, is scheduled for 10:30 a.m. in Room B-6 of Vance Hall on November 9.

The darndest things, a.k.a. *Children's Folklore: Current Research in Acquisition*, is the title of the November 9 lecture of the Center for Research in Literary Communication; Dr. Barbara Kirshenblatt-Gimblett, associate professor of folklore and folklife, speaks at 4 p.m. in Room C-34, Education.

Ellen Johnson lectures on *Claes Oldenburg* in the ICA's Emerging Traditions series November 9, 7:30 p.m., at the ICA.

The Goodspeed-Richards Memorial Lecture this year, by Professor Sheldon L. Glashow of Harvard, asks the question: *Why Believe in Quarks?* Find out November 10 at 4 p.m. in Auditorium A2 of David Rittenhouse Laboratory. No fair telling if you already know.

John Ashberry, winner of the National Book Award, the National Book Critics Circle Prize, and the 1976 Pulitzer Prize, opens the Leon Lecture series with a reading of his poetry November 11 at 8 p.m. in the Annenberg School Auditorium.

The November 11 Philomathean Society lecture is *Coriolanus: Shakespeare's Anatomy of Virtue* by Dr. Phyllis Rackin, associate professor of English in the general honors department; November 11, 4 p.m., 4th floor, College Hall.

*Hold November 15 at 4 p.m.:* the speaker is Dr. J. Robert Schrieffer, whose Nobel medal is four years old now, and the occasion is the President's Lecture series. Details next week.

### THEATER

*The Glass Menagerie* by Tennessee Williams is the Penn Players' fall drama; November 4, 5, and 6 at 8 p.m. in Houston Hall Auditorium. Bring pillows to sit on the floor and watch the action around the audience.

Co-author Bruce Montgomery directs the Penn Players' light opera, *The Amorous Flea*; November 3-13 in the Prince Theater of the Annenberg Center; 8:30 p.m. (Saturday, 7 and 10 p.m.); \$4; call the box office, Ext. 6791, for reservations and information.

### MIXED BAG

The four musicians and three dancers of the *Entourage Music and Theatre Ensemble* come to the Christian Association for four performances this weekend. Shows are at 8 p.m. Thursday through Sunday; admission is \$2.50.

Friday night Penn plays Harvard in soccer on Franklin Field; 8:30 p.m. Before the Penn-Harvard football game at 1:30 p.m. this Saturday, come to the brunch at the Faculty Club; 11:30 a.m., \$5.

The Saturday night PUC concert is *Flo and Eddie* in the Harrison Auditorium of the University Museum; 8 p.m., \$5.

Women for Equal Opportunity at the University of Pennsylvania meet November 10 at noon in 112 Logan Hall.

### FILM

*Carnal Knowledge* on Friday and *Bullitt* on Saturday: PUC films for the weekend in B-1, Fine Arts; 7:30 and 10:30 p.m.; \$1.

The animated version of E.B. White's classic *Charlotte's Web* is the University Museum children's film this Saturday; 10:30 a.m. in the Harrison Auditorium.

The Museum's adult (but not *that* adult) film on Sunday is *The Lion Hunters*; 2:30 p.m. in Harrison Auditorium.

*Not a Pretty Picture*, a documentary study of a rape, is the November 10 offering in the Christian Association's *Real to Reel* series; 8 p.m., CA Auditorium, \$1.

Documentary screenings at Annenberg on November 10 are *Dead Birds* and *Nanook of the North*; 4 and 7 p.m., Studio Theater.

The CA film series begins November with *The Lost Honor of Katharina Blum* (November 4) and *The Magic Flute* (November 5); screenings are at International House at 7:30 and 9:30 p.m.; admission is \$1.

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