

SAMP: THE JEFFERSON OPTION

President Martin Meyerson and Provost Eliot Stellar will take to the Trustees Health Affairs Committee on December 20 a recommendation to pursue "the Jefferson option" for the future location of the School of Allied Medical Professions.

The Jefferson option is described as a joint program in the December 1 advice of the Reallocation Review Board, which urges the Provost to "proceed toward the joint program with Jefferson." In its September 21 report, the board had given the option as one of two unranked recommendations, the other being to upgrade the school at Penn.

Details of the decision are in a four-page supplement to this issue of *Almanac*. It contains the text of the President and Provost's recommendation to the Trustees Health Affairs Committee and three letters exchanged between the Provost and the Reallocation Review Board on November 30 and December 1.

SAMP's Acting Dean Eugene Michels and members of the SAMP faculty are expected to issue a response next week.

Formal action on SAMP is on the agenda of the Trustees at their full meeting January 13-14, 1977.

Almanac

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FAS ON GRAD ED: AUTONOMY

The FAS faculty on November 30 passed a resolution by its Ad Hoc Graduate Executive Committee reaffirming the Rosner report (*Almanac* December 2, 1975), which gives autonomy in its graduate programs to FAS, as amended by the Amado resolution (*Almanac* December 16, 1975) which urges the Dean to pursue University-wide structures to make possible a "unified program of graduate studies." The new resolution:

- a) That the Dean implement the Rosner report as amended and adopted by this Faculty last year;
- b) That the structures for such implementation be consistent with
 - 1) the general principle that FAS has primary responsibility for graduate education in the arts and sciences within the University, and
 - 2) the forthcoming by-laws of FAS;
- c) That the Dean and the Provost reconcile this implementation with any other structures dealing with graduate education within the University;
- d) That the Dean give his faculty an opportunity to consider any proposed deviations from the Rosner report;
- e) That the Dean set up procedures for evaluating the governance of graduate education within FAS and report to his faculty within two years.

Dean Vartan Gregorian came out for "affiliation, yes; absorption, no" in discussing linkage of the biomedical faculty from the health area schools with graduate programs in FAS. "Affiliation is important, he said, "because it would provide for greater dialogue, integration and planning without our biomedical offerings," and would place graduate basic science education "under one roof."

The ad hoc committee's chairman Dr. Henry Teune also read his committee's "outline of an acceptable relationship with the biomedical faculty":

- a) the creation of an affiliated faculty status within FAS.
 1. The affiliated faculty would be members of graduate groups.
 2. The Dean of FAS would appoint the affiliated faculty in consultation with his faculty.
- b) the creation of a Council of Affiliated Faculty.
 1. The membership would be composed of the Chairmen of the graduate groups in the bio-sciences.
 2. The members of the Council would be full voting members of FAS.
 3. The Council would be open to affiliation by faculty from other schools (e.g., Annenberg).

c) the designation of at least two meetings a year of the regular FAS faculty and its affiliated faculty to discuss matters pertaining to graduate education.

d) the creation of "a Biomedical Board" consisting of the Deans of FAS, School of Medicine, School of Veterinary Medicine, the School of Dental Medicine, and the chairman of the Council of Affiliated Faculty.

BIOSCIENCE FACULTY ON INSTITUTE: NO

The biomedical graduate group faculty, called together by Provost Eliot Stellar on December 1 to consider Dr. John Hobstetter's proposal for a Biomedical Institute versus a structure designed by an ad hoc biomedical faculty group, unanimously chose the biomedical faculty plan (page 11).

The vote came after Dean Edward J. Stemmler presented a statement (page 12) which proposed an optional structure he characterized as being in line with the faculty plan, and which said the three health school deans did not support the idea of an institute.

Dr. Stellar has assembled a new committee (page 12) which will refine details, working with the Teune committee of FAS (left). The result of their work will go both to FAS and to the biomedical faculty members and, if approved by them, will be forwarded to the Senate Advisory Committee. If also approved by SAC, the plan will satisfy the condition imposed by Senate at its November 17 meeting where the Hobstetter plan for graduate education as a whole (*Almanac* November 2) was accepted subject to the development of a plan for biomedical graduate education.

SENATE ON SAMP: UPGRADE IT

The Faculty Senate passed, with none opposed and six abstaining, Dr. Britton Harris's motion to support upgrading of SAMP rather than phase-out (via transfer to Thomas Jefferson University) at the special Senate meeting November 29. His motion read:

The Senate has noted the report of the 1975-76 Steering Committee of the Council, serving as a Reallocation Review Board, on the future of the School of Allied Medical Professions. The Senate commends the Committee for its diligence and fairness in pursuing its deliberations and expresses its preference for the Committee's first recommendation, to "upgrade SAMP."

The motion replaced one by Dr. G. Malcolm Laws "...that Senate go on record as supporting the continuation of the School of Allied Medical Professions" which had precipitated parliamen-

tary dissent and led Chairman Robert F. Lucid to yield the chair for the rest of the meeting.

Highlights of the debate itself were Acting Dean Eugene Michels's summary of what he called "inconsistent" positions taken by the central administration on grounds for and sources of the Langfitt proposal for phase-out; Dr. Langfitt's list of reasons he was not persuaded by SAMP supporters that the school should be kept; and exchanges on the profession such as one between Dr. Langfitt and Dr. William Kissick on the need for SAMP's disciplines. (Dr. Kissick said that, based on federal support trends, the University would have to start SAMP again in ten years if it closed it now.)

Dr. Langfitt said SAMP supporters give three reasons for keeping the school: that it provides needed services, that it is of high quality in relation to SAMP-type schools elsewhere, and that it provides alternative health careers for Penn students. To the first he responded that manpower projections include the possibility of overproduction; to the second that the comparison, under selective excellence, should be with other health schools within Penn; and to the third, that Penn offers stronger alternatives including linkages with law, Wharton, and engineering, and is working on one for undergraduates.

SAMP Chairman Eleanor J. Carlin debated manpower projections with Dr. Langfitt, and on selective excellence asked who else is being reviewed. Other queries included three by Dr. Robert Rutman: What of SAMP's knowledge base will Penn have if the school goes? What will be the effect on collegial interactions? And what will happen to the SAMP faculty members themselves? To the last question Dr. Eliot Stellar replied that tenure agreements and contracts would be honored if SAMP were phased out.

NOT THIS ISSUE: FACULTY PROJECTIONS

Dr. Robert Zemsky's figures on five-year projections of tenure capacity in each school scheduled for publication today, are still being refined. He promises them as soon as possible.

UNDERGRADS AND HEALTH EDUCATION

A tentative timetable for detailed planning of a cross-disciplinary project in undergraduate education for the health professions has been announced by its coordinator, Dr. Burton S. Rosner.

This month, work teams are being formed to study major educational areas in FAS and the various professional schools expected to participate. The target date for their reports is March 1. One team, in the physical sciences, will look at curriculum in mathematics, physics, chemistry, biochemistry, biophysics and parts of pharmacology. There will be two teams in biology: one to study parts of biology, microbiology, parasitology, pathology, immunology and genetics; and the other in anatomy, physiology, parts of psychology, physical anthropology, parts of biology, and parts of genetics, pathology and epidemiology.

A fourth team will look at social aspects of health care: parts of sociology, cultural anthropology, health care administration, economics, history and sociology of science, economics and psychology.

The fifth team will examine bioethics, including concepts from philosophy, law, sociology and health care practice, and a sixth will be formed around problems of admission to professional schools and of counseling undergraduates.

The project, which began with a 1975-76 recommendation by a faculty committee headed by Dr. Shinya Inoue, is expected to have about 100 students, some of them headed for early admission to the professional school of their choice in the University. Initially proposed as an institute for education in health sciences and professions, the program would draw on faculty in FAS, the Schools of Medicine, Veterinary Medicine and Dental Medicine, the Wharton School and the College of Engineering and Applied Science, Dr. Rosner said. He defined its goal as "a better, more intellectually coherent education for students entering the health professions."

SENATE

NOMINATIONS, 1977-78

Since no additional nominations by petition have been received within the allotted time, the Advisory Committee's slate for the Nominating Committee is declared elected. Those elected are:

Steven C. Batterman (applied mechanics)
Martin Goldberg (medicine)
William Hanaway (Oriental studies)
Noyes Leech (law)
Morris Mendelson (finance), *Chairman*
Humphrey Tonkin (English)
Wesley C. Wilcox (microbiology in veterinary medicine)
Herbert S. Wilf (mathematics)
Anne D. Williams (economics)

Pursuant to Section 11(b) (I) and (II) of the Rules of the Faculty Senate you are invited to suggest candidates for the posts and terms stated below, with supporting letters if desired. Candidates' names should be submitted promptly to the Secretary of the Senate Robert A. Zelten, c/o Faculty Senate, 303A College Hall/CO or to the Chairman of the Nominating Committee, Morris Mendelson, Finance, W-125 DH/CC.

The following ten posts are to be filled for 1977-78:

Chairman-Elect of the Faculty Senate (1 year)

(Incumbent: Britton Harris)

Secretary-Elect of the Faculty Senate (1 year)

(Incumbent: Helen C. Davies)

Four Members of the Senate Advisory Committee (3 years)

(Incumbents: Richard A. Cooper

Richard Kadison

John A. Quinn

Robert L. Shayon)

One Member of the Senate Advisory Committee (2 years)

(Incumbent: Walter D. Wales)

Two Members of the Senate Committee on Academic Freedom and Responsibility (3 years)

(Incumbents: Paul Bender, Phoebe Leboy)

One Member of the Replacement Pool for Academic Freedom and Responsibility (3 years)

(Incumbent: John Stockton)

At least 42 days prior to the spring meeting the list of candidates that will have been compiled by the Nominating Committee will be circulated to the Senate membership, with an invitation for additional nominations via petition, if any, in accordance with the Rules, Sec. 11(b) (III) and (IV).

—Robert A. Zelten, Secretary

APPOINTED COMMITTEES, 1976-77

Following are the Standing Committees of the Faculty Senate appointed by the Senate Advisory Committee for 1976-77. Chairman Robert F. Lucid and Chairman-Elect Britton Harris are ex-officio members of all appointed committees.

Committee on Administration

Charge: To analyze the problem of special admissions in the undergraduate schools of the University.

Stephen C. Batterman (applied mechanics)
Phillip H. DeLacy (classics)
Robert F. Engs (history)
Paul M. Lloyd (Romance languages)
Elliott Mossman (Slavic languages), *Chairman*
Hiroshi Miyagi (Oriental studies)
Sohrab Rabii (electrical engineering)
James R. Ross (philosophy)
Susan M. Wachter (finance)

Committees continued next page

Committee on the Economic Status of the Faculty

Charge: To continue to serve as the faculty's voice in salary matters in the University and to continue a study of the long-range prospects for faculty salaries and their profile.

F. Gerard Adams (economics), *Chairman*
Jean V. Alter (Romance languages)
Ann H. Beuf (sociology)
J. David Cummins—Personnel Benefits (insurance)
Nancy Leonard (English)
Walter D. Wales (physics)
Margaret G. Wood (dermatology)

Committee on Education

Charge: To complete a study on indirect cost centers and to prepare an analysis of the place of professional education in the University, with special attention to undergraduate programs.

Roger M.A. Allen (Oriental studies), *Chairman*
June Axinn (social work)
Eleanor J. Carlin (physical therapy)
Donald D. Fitts (chemistry)
Charles D. Graham (metallurgy and materials science)
Frederick G. Kempin (business law)
Malinda Murray (nursing)
Thomas A. Reiner (regional science)
Thomas H. Wood (physics)
Charles R. Wright (communications)

Committee on the Faculty

Charge: To continue the study begun by the 1974-75 committee on the limitations of discontinuation of faculty, with special focus on the questions of what is meant by tenure and financial exigency. Follow-up on the associate medical school faculty track, approved by the Senate in spring, 1976. And take preliminary look at Grievance Commission, reporting to SAC in early fall, to determine whether or not to mount full-scale review of Commission and its procedures.

Hilary Conroy (history)
Jean Crockett (finance)
Peter Freyd (mathematics)
John Honnold (law), *Chairman*
William L. Kissick (medicine)
Seymour J. Mandelbaum (city planning)
Vivianne T. Nachmias (anatomy in medicine)
Vincent H. Whitney (sociology)

Committee on Publication Policy for Almanac

Charges: To monitor and assist in the application of Almanac Guidelines by the editor, and in open expression and right-to-reply cases to collaborate with representatives of the Administrative, A-3, and Librarians' Assemblies, to recommend Guidelines changes to SAC if necessary, to encourage timely disclosure of administrative and University policies and plans, and to seek ways and means of encouraging University community use of *Almanac*.

Herbert Callen (physics)
Charles D. Graham (metallurgy and materials science)
Fred Karush (microbiology in medicine)
Robert L. Shayon (communications), *Chairman*

Committee on Students

Charges: To analyze graduate student life at the University, including residential, curricular, and financial support systems and the relationship of graduate programs to job availability.

E. Digby Baltzell (sociology)
Frank P. Bowman (Romance languages)
James W. Cornman (philosophy)
Stuart A. Curran (English)
Helen C. Davies (microbiology in medicine)
Elizabeth Dussan (chemical engineering)
Mitchell Litt (chemical engineering)
Daniel J. O'Kane (biology), *Chairman*
Henry Teune (political science)

ELECTED COMMITTEES, 1976-77

Senate Committee on Academic Freedom and Responsibility

Charge: Shall maintain a current list of the standing committees on academic freedom and responsibility of each of the faculties of the University and, where necessary, take appropriate steps to cause such committees to be appointed in each of the faculties of the University. The Senate Committee shall advise and consult with such committees and administrative officers on the establishment of appropriate procedures to be followed in the event of a claim of violation of academic freedom or responsibility. The Committee shall have power to make investigations, reports, and recommendations on any matter relating to academic freedom and responsibility within the University, and

The Senate Committee shall assist in the operation of the Grievance Commission as described in the grievance procedure, and

The Senate Committee shall insure that each faculty has a mechanism for determining the qualifications for membership in that faculty.

Paul Bender, professor of law (1974-77)

Adelaide Delluva, associate professor of animal biology in veterinary medicine (1975-78)

Murray Gerstenhaber, professor of mathematics (1975-78)

Britton Harris, professor of city and regional planning (1976-77) (*Chairman-elect* of Senate)

Phoebe S. Leboy, professor of biochemistry in dental medicine (1974-77), *Chairman*

Thomas S. Robertson, associate professor of marketing (1976-79)

Peter Sterling, associate professor of anatomy in medicine (1976-79)

Senate Advisory Committee, 1976-77

Charge: In addition to duties indicated throughout the Senate Rules, SAC shall be consulted by the officers of the Senate for guidance in all matters on which Senate action is indicated, or on which consultation with the administrative officers of the University is contemplated. SAC may act on behalf of the Senate, subject to the limitation indicated in the Senate Bylaws. SAC shall also nominate persons to serve on consultative committees, shall appoint the members of the Senate Standing Committees, shall select the members of the Nominating Committee, and SAC members shall serve on University Council.

Term expires May 1979

Jean V. Alter, professor of Romance languages

Helen C. Davies, associate professor of microbiology in medicine, *Secretary-elect*

Britton Harris, professor of city and regional planning, *Chairman-elect*

Seymour J. Mandelbaum, associate professor of city and regional planning

W. Allyn Rickett, professor of Chinese

Term expires May 1978

James W. Cornman, professor of philosophy

Barbara J. Lowery, associate professor of nursing

Robert F. Lucid, professor of English, *Chairman*

Ann R. Miller, associate professor of sociology

Thomas A. Reiner, professor of regional science

Robert A. Zelten, assistant professor of insurance, *Secretary*

Term expires May 1977

Ralph D. Amado, professor of physics, *Past Chairman*

Steven C. Batterman, professor of applied mechanics, *Past Secretary*

Richard A. Cooper, professor of medicine

Richard Kadison, professor of mathematics

John A. Quinn, professor of chemistry and biochemical engineering

Robert L. Shayon, professor of communications

Walter D. Wales, professor of physics

Speaking Out

LAWS ON REASON

On Monday the Faculty Senate voted unanimously to support the recommendation of the Steering Committee of University Council to upgrade the School of Allied Medical Professions. This vote was the latest in an impressive series which has expressed opposition to Dr. Langfitt's recommendation to phase out the school. Provost Stellar is quoted in Tuesday's *Daily Pennsylvanian* as calling the vote emotional rather than rational and as saying that the Senate was "misinformed at the time they were voting." Considering the fact that Dr. Langfitt spoke at length at both Senate meetings and had every opportunity to correct misstatements, one wonders what misinformation was acted upon. As for the charge that the faculty acted irrationally, does this mean that the Provost considers the same recommendation of the Steering Committee irrational? Would he like to include among the irrational the overwhelming majority at the Council meeting who voted in favor of SAMP? And would he throw in for good measure the three presidentially appointed deans? If so, rationality would seem to be a scarce commodity in this faculty.

More seriously, I feel that the entire handling of the SAMP issue has been unfortunate. The University clearly lacks a sound mechanism whereby a recommendation to close a school will be immediately subject to searching faculty investigation with University-wide representation. The tenure of individual faculty members is well protected. It would seem that the tenure of the schools in which they serve should be at least equally secure from arbitrary administrative action.

—G. Malcolm Laws, Jr.,
Professor of English

Dr. Stellar responds: What I said to the DP was that there was very little substantive information presented at the Faculty Senate meeting on SAMP; furthermore, no information was offered to indicate that the additional resources required to upgrade SAMP could be found; therefore, I felt that the vote was based more on feelings people had before the meeting than on evidence presented at the meeting.

The President and I, in making a difficult and painful decision, will weigh in all inputs, including votes, petitions, substantive evidence and arguments, and, particularly, the recommendations of the Steering Committee functioning as a Reallocation Review Board.

It is the Reallocation Review Board mechanism that the University community formally adopted to protect the "tenure" of Schools.

On November 23 the Almanac Advisory Board voted to start a new section for short comment by the University community. The section does not replace long articles of opinion; these will simply go elsewhere in the issue. The first Speaking Out has some items that originated as letters-to-the-editor and others that began as remarks in campus meetings. We solicited the latter, and will solicit such comment in the future. But there is no need to wait for invitation. "Almanac welcomes the robust clash of opinion," notes Advisory Board Chairman Bob Shayon. "This section welcomes it short and spontaneous."

TAX THREAT TO BENEFIT

The Internal Revenue Service is taking formal steps to require University faculty and staff to pay taxes on tuition benefits derived by virtue of their institutional positions. Under a proposed regulation issued November 2, tuition paid or remitted by an institution for any employee's dependents would be deemed compensation for the employee's services unless the award were shown to be a bona fide scholarship. If adopted as proposed, the regulation would not apply to tuition paid or remitted before November 2, 1976, or affect free tuition already promised for the 1976-77 academic year.

This threat to a particularly precious faculty-staff benefit can, I think, be challenged in two ways: through protest from the institution and from the individual. Institutional protest is being coordinated by Gerald L. Robinson, Executive Director of Personnel Relations, but individual protest in writing (preferably six copies) should be directed to: Commissioner of Internal Revenue, Attention: CC:LR:T, Washington, D.C. 20224, by December 17, 1976.

Anyone submitting a written response who wishes to comment orally at a public hearing on these proposed regulations should notify the Commissioner of this fact. The time, place and date of the hearing will be announced after December 17.

—Robert F. Lucid,
Chairman, Faculty Senate

ABRASIVE INVESTIGATIONS

The future need for strong educational and academic planning at Penn is being cast into sharp relief by the current and prospective budget situation. The University is being buffeted by rising costs for services, supplies, equipment, and energy, over which it has no control. Insofar as these costs continue to rise more rapidly than the average cost of living,

we will be unable to continue the previous balance between tuition, income, staff compensation, and the size of the faculties and student bodies.

For the University to adjust to these pressures in an automatic way through across-the-board cuts would be unwise. For it to adjust to a series of uncontrolled confrontations between various interest groups might be a disaster. This University has the resources both intellectual and technical whereby it could face a prolonged crisis with imagination and originality. We do not as yet have in place the mechanisms whereby such innovation and overall planning for the institution can become a matter of University-wide concern. We also do not have means whereby successive crises in decision-making can use inputs from faculty, students, and administration and reach conclusions without long, exhausting, and abrasive investigations.

Our present planning procedures are an excellent start toward some of these objectives, but I feel we are not improving them with an adequate sense of urgency.

—Britton Harris, 1907 Professor of Transportation Planning and Public Policy

3400 WALNUT

The Faculty-Staff Planning Group on Campus Housing solicits the involvement and input of all those who may be interested in a low-rise residence development between Walnut and Sansom Streets, west of 34th Street.

The Planning Group has been meeting over the last year with Fred A. Shabel, vice-president for operational services, and with interested faculty and staff. Planning is now entering its final phase, and the administration has designated an Administrative Implementation Committee to work with the recommendations of the Planning Group to carry the project through to physical completion. It is essential that potential purchasers participate fully with us in specification of such matters as size, number, and type of residential units, location and amount of parking, access, open spaces, and the possible admixture of limited types of nonresidential enterprises.

The members of the Faculty-Staff Planning Group are Fred Karush (chairman), Howard Brody, Herbert Callen, Sol Goodgal, Arthur Hirsch, Phoebe Leboy, Jayne Rich (resigned) and Titus Hewryk (in his capacity as acting director of facilities development) with current advisory consultation from Lou Davis, architect and advisor to President Meyerson. Faculty and staff members who are interested are urged to contact me at 356 Johnson Pavilion/G2.

—Fred Karush,
Professor of Microbiology

Speaking Out is a forum for readers' comment on University issues, conducted under the auspices of the Almanac Advisory Board: Robert L. Shayon, chairman; Herbert Callen, Charles D. Graham, Jr., Fred Karush, and Robert F. Lucid for the Faculty Senate; Paul Gay for the Librarians Assembly; Shirley Hill for the Administrative Assembly; and Virginia Hill Upright for the A-3 Assembly.

INFORMATION, PLEASE

In response to a question at a recent meeting of the faculty of Engineering and Applied Science, Associate Provost John Hobstetter affirmed that consideration is being given to a change in the manner of paying tuition of graduate students who are supported by research contracts. This is, of course, a matter of great importance in those parts of the University where research contracts are a major source of income. I think it would be appropriate for Associate Provost Hobstetter or Vice-Provost Langenberg to explain the reasons why a change might be made, what changes are being considered, and what the consequences might be. This is not an action that should be announced without public notice and discussion.

—C.D. Graham, Jr.,
Professor of Metallurgy & Materials Science

SCIENCE, NOT POLITICS

I write to urge my academic colleagues to follow the advice of Philip H. Abelson (*Science* 26 November 1976) and to withhold support of or cooperation with UNESCO. The UNESCO General Conference at Nairobi has adopted a resolution requesting "all the international nongovernmental organizations which maintain relations with UNESCO and retain bodies or elements linked with the Chiang clique . . . to take measures to exclude these bodies or elements immediately and to back off all relations with them." The International Congress of Scientific Unions (the world governing agency for sciences, with which I am familiar) is explicitly nonpolitical, recognizes all scientific societies without regard to national association, has received assurances from the Taiwan scientific societies that they claim to represent no one but the individual scientists on Taiwan, and has assiduously sought to enlist the full membership of the scientific societies on the Chinese mainland.

The UNESCO action followed a similar political exclusion of Israel, from which the General Conference finally retreated only by a cravenly indirect artifice. UNESCO is *our* responsibility as academics. Furthermore it is often invoked, along with WHO and other "nonpolitical" sections of the UN, to justify the existence of that deteriorating body. Unless we insist on the integrity of our international body we contribute by default to the rule of hate which increasingly displaces reason in international forums. Philip Abelson spells out the various existing international alternatives to UNESCO, and I urge you again to support his campaign.

—Herbert Callen, Professor of Physics

GRIEVANCE

I sent a letter to *Almanac* relating to a grievance procedure involving the School of Dental Medicine and private dental practitioners and my letter has been rejected.

—Mildred Gelfand

WHARTON: TEN-YEAR PROBATION?

On November 30 Dean Donald C. Carroll read to the Wharton School faculty a motion of the School's advisory committee on policy and planning he said "essentially extends the tenure-probationary period from six years to ten years by the insertion of the rank of associate professor without tenure as a normal step in progression through the ranks." He urged the faculty to air their views and lobby the question before they vote on December 14. Five of them do so below.

DAMNED UNCOMFORTABLE

I'm concerned that the revision of the tenure procedure would impose certain costs, and that these costs would be borne inequitably.

The additional burden would fall largely on the untenured. In this state (somewhat apprentice, somewhat colleague, somewhat indentured servant) a faculty member is under pressure to conduct relatively standard, low-risk, readily publishable research. Such a person also is under pressure to defer to the opinions of tenured faculty, particularly in matters of internal policy and politics. While individuals may resist this pressure successfully, the pressure remains. Additionally, it is simply damned uncomfortable lacking tenure. Prolonging the probationary period makes life that much tougher for individuals.

There are costs to the school as well. The dynamic of personnel selection processes is to postpone the evil day as long as possible. There will be some pressure to retain the marginal candidate as long as possible. Also, tenure and promotion decisions are notoriously disruptive and time-consuming. If the promotion to associate professor is to be a real selection point, we will effectively double this effect.

The question is whether the gain via better tenure decisions justifies the imposition of these costs. I'm not at all convinced that it does.

—David Hildebrand, Professor of Statistics

COLLEAGUES IN LIMBO

I fail to see what the motion before the Wharton faculty will accomplish other than erode some of the hard-earned protection of academic freedom that we can ill afford to spare.

The essence of the resolution is the extension of the probationary period. There is no precise period that we can unequivocally say is the right one. The period should, however, be short—not long. The longer it is, the greater the interval during which a faculty member must teach and publish without the protective umbrella of tenure. Tenure is designed to provide society with the fruits of research and teaching done without the fear of retribution. To the untenured that fear is never entirely absent even in an environment

in which academic freedom is valued very highly. Unfortunately the shorter the period, the greater the possibility that a university will not have enough time to screen its faculty properly. The present probationary period reflects a historical compromise resulting from this tension. Inevitably there have been some difficulties with this period, but there is no evidence that extension will eliminate the agony of decisions; it will merely postpone it and increase the candidate's equity in the position.

Indeed, we would probably create new difficulties for ourselves. If we ask our junior faculty to remain in limbo for a longer period, what are we giving them in exchange? How many can we really assure that the delay will improve the odds? The better candidates won't wait. They will demand recognition and that is inconsistent with the anti-early decision stance of the administration.

As for the criticism that some ideas require long gestation periods, there will be some who would still postpone embarking on a hazardous program till they were granted tenure and this proposal would simply force them to postpone their studies longer still.

I don't want to pretend that the tenure system we have has no problems, and the Dean has indicated two that are real. But a leaky faucet is not sufficient reason to tear out the sink and put in a new one. If we are to modify the system, let us modify it in ways that get at specific problems that seriously interfere with our operations.

—Morris Mendelson, President
University of Pennsylvania Chapter, AAUP

OBJECTIONS MAJOR AND MINOR

I have read with considerable dismay the proposed new tenure rules for the Wharton School. I have two major objections and one minor one. (In what follows, the pronoun "he" is used because more sexually neutral constructions are clumsy.)

1. The rules are unfair to our untenured faculty. Under our present rules, an assistant professor who is not granted tenure spends six years here before moving elsewhere. (Refusal of a second three-year contract to an assistant professor is very rare.) Typically, this is less than one-sixth of his professional lifetime. After six years, he is under thirty-five. He has teaching experience. His graduate education is not obsolete. He can compete effectively in the job market with younger people. He is stigmatized, but not to a great extent, by failing to achieve tenure at a first-rate institution like the Wharton School. Under the new rules, if he is not granted tenure, he will have spent ten years here before moving elsewhere. Because [in this motion] tenure is not acquired with promotion to associate professor, such promotion will be much easier and more frequent than at present. We will have "rank inflation," which is analogous to grade inflation. The person not granted tenure will have spent one-fourth of his

professional lifetime here. He will be in his late thirties. His graduate education will be becoming obsolete. He will be much less able to compete with younger people in the job market. Should he fail to be promoted after six years, he will be much more seriously stigmatized than at present. Like the second three-year appointment under present rules, promotion to associate professor will become the rule rather than the exception. The proposed new rules will severely handicap those who are either not promoted at the end of six years or not granted tenure at the end of nine years.

2. The new rules will also severely handicap department chairmen. Under the present rules, it is fairly easy to prune untenured deadwood after six years. (Tenured deadwood is another problem.) Minimum criteria for promotion and tenure are stated before the first appointment. If these criteria are not met, departure is automatic. No one has to be an S.O.B. Under the proposed new rules, it will be much more difficult to refuse promotion to associate professor. This means that average or mediocre people will be with us ten years instead of six. Upgrading a department will be a much slower and more difficult process.

3. The proposed new rules stigmatize the entire Wharton School. I understand that similar rules have been adopted for clinical faculty in the medical school. The argument there is that clinical faculty do not do research; they are practitioners. Hence, they require more time to obtain the scholarly credentials necessary for tenure. If we adopt the proposed new rules and other schools of the University (e.g., F.A.S.) do not, we characterize ourselves as practitioners and not

as scholars. While many of us are skilled in the practice of our disciplines, we regard ourselves primarily as scholars and teachers. In Academe, "practitioner" is a demeaning term.

A major problem with the present rules is that an assistant professor must first be judged in the second year of his first three-year appointment. Because of time constraints on submission of the nomination for a second three-year appointment, this means that the judgment is made before the first appointment is half expired. The candidate has less than eighteen months to prepare an acceptable set of credentials. We tend to be too lenient in deciding on a second three-year appointment because we have very little evidence on which to base the judgment. One of our colleagues has suggested that, instead of a three-year system, we use a four-year/two-year system. . . This seems to me to be a very sensible suggestion.

—John de Cani, Professor of Statistics

FIVE YEARS: VERY SHORT

The dean has given two "pro" arguments on behalf of the Committee: First, that for many young people five or six years is too short a time to establish their "world class scholarship" potential in finance, accounting or management. Second, we have a competitive disadvantage in attracting and retaining faculty at the rank of untenured associate professors vis-a-vis our other peer academic institutions; namely Harvard, Stanford, MIT or Chicago. We do not have similar options to retain promising, but not yet quite proven, young people at the rank of untenured associate professor.

But there is a third "pro" argument and that is that many of the young people themselves are enthusiastic about this proposal. They realize themselves that five years is a very short period of time in which to establish themselves at the high level currently required to gain tenure at Wharton. Some of these people, as the dean has pointed out, require two or three years of capital building before beginning in-depth research and teaching. Given the current five-year system, this cuts them very short in terms of research productivity. The proposal of the dean gives them, and us, desirable additional time to explore and evaluate their "world class scholarship" potential, at no loss to them and ourselves.

—Claude Colantoni, Professor of Accounting

ASK THE JUNIORS

At the November 30 faculty meeting, both Dean Carroll and Dr. Colantoni made statements to the effect that the proposed change to a ten-year tenure-probationary period had support among the junior faculty. Dr. Colantoni's remarks implied that this support was strong and widespread. Speaking at that time, I indicated that I personally did not favor the change, and I challenged the notion that the proposal had substantial support among the younger faculty. Subsequent discussions with several of my colleagues have strengthened my belief as to the latter point. Unless someone can come forward with a clear indication of the junior faculty's sentiment, I strongly urge that speculative assumptions as to this sentiment not be used as a decision factor.

—Arnold J. Rosoff, Assistant Professor
Business Law & Health Care Systems Unit

TENURE UNDER ATTACK: AN AAUP DISCUSSION

I read in *The Daily Pennsylvanian* this fall that academic freedom is safe and that we no longer need tenure. That is the most cheerful bit of news I have read in a long time.

I wish it were so.

I don't know what is controversial in all of my colleagues' fields, but I do know about mine—and I can identify at least three members of my own department who, had they not been protected by tenure, would probably have found themselves under severe attack from the financial community and some of our alumni.

The basic justification of tenure is that it is an essential condition of academic freedom. It always has been and it is a delusion to think otherwise. Tenure has created an atmosphere favorable to academic freedom for the nontenured as well as the tenured faculty, and has made of the latter an independent body capable of vigilant action to protect academic freedom for all.

In addition, it generates an institutional commitment and contributes significantly to institutional governance. It provides greater assurance that judgment is based on professional fitness rather than on competitive personal advantage. It limits the accumulation of equity on the job, and forces a timely evaluation. Since it has an economic value it even reduces the cash outlay necessary to run a university.

A contract system, no matter how long the contract, always leaves open the possibility of discretionary and capricious behavior on the part of the administration and inhibits open expression.

The issue of deadwood is a phony issue. If American colleges abandon tenure, they will find it quickly replaced with a seniority system that will guarantee an *increase* in the deadwood content of the faculty. Seniority does not permit weeding at any level, except on political grounds.

Yet because of the financial straits of universities, tenure is under attack. I can understand the objection of administrators to it, but attack by faculty is misguided. The AAUP is the bulwark of academic freedom on the American educational scene, and for that reason our chapter devoted its fall meeting to the subject, under the title "Tenure Under Attack." As anyone can see, I am not neutral on this matter and I do not pretend to be.

At our fall meeting, the presentations were diverse. Dean Donald C. Carroll of the Wharton School spoke provocatively but unfortunately he also spoke extemporaneously, so we are unable to recover his message. However, our two other panelists this fall—Professor Robert Gorman of the Law School, a member of the AAUP national council, and Dr. Phoebe Leboy of the

School of Dental Medicine, who chairs the Senate Committee on Academic Freedom here—have constructed articles based upon the notes of their presentations to the AAUP membership, and I am pleased to present them on the pages that follow.

—*Morris Mendelson, President,
University of Pennsylvania Chapter, AAUP*

I. The Scope of Legal Protection for Tenure*

by *Robert A. Gorman*

The purpose of this paper is to survey the legal protection accorded tenure in institutions of higher education, particularly in private institutions such as the University of Pennsylvania. My definition of tenure comes from the 1940 Statement of the American Association of University Professors: "Service shall be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies." The Association's Recommended Institutional Regulations (first formally articulated in 1968) have now added additional reasons for termination of tenure—medical reasons and the discontinuance of a program or department (apart from financial exigency)—and more detailed procedural safeguards than in the 1940 Statement.

The University of Pennsylvania, in its *Faculty Handbook and Procedures Concerning Tenure*, endorses the principles of tenure, due-process procedures, just cause and financial exigency. Discontinuance of program or department is addressed in more recent and less formal documents. The University rules become part of the contract of employment of faculty members—whether that contract is formal and in writing or is merely oral and informally continued from year to year—and may thus be enforced, as is true of any contract, in a court proceeding. Such contract actions are the principle mode of legal redress for improper impairment of tenure rights.

In public educational institutions, faculty members are technically employees of the government, and the government is forbidden by the federal Constitution to deprive persons of liberty or property without due process of law. At such institutions, a faculty member wrongly stripped of tenure may rely not only on contractual rights but also on constitutional rights. The Supreme Court has recognized that tenure is a property right, which may be taken away by government only after giving notice of reasons and providing a fair hearing. Moreover, expulsion from public employment because of the exercise of the right of free speech under the Bill of Rights of the federal Constitution (substantially congruent with our professional notions of academic freedom) will be treated as an unconstitutional impairment of "liberty," whether the faculty member is tenured or not.

It remains to be determined definitely whether the University of Pennsylvania is a "public" institution limited by the Constitution. There is certainly some measure of "involvement" by the federal and state governments in the operations of the University, at least in financial support and research contracts. Although a federal trial court recently held that the University was a "public" institution, that decision was not reviewed by a higher court. A

more recent decision of the United States Supreme Court suggests that the test will be more stringent. It might be noted that action by Harvard University was recently held to constitute action of a private institution only, and thus not subject to scrutiny under the federal Constitution.

In any event, tenure will generally be given greater protection on a theory of contract rights, whether the institution is private or public. In colleges and universities in which the faculty is represented by a collective bargaining agent, tenure standards and procedures are commonly spelled out in a collective agreement, and are enforceable through grievance and arbitration procedures. Where there is no collective agreement, tenure rights are embodied in individual contracts of employment. The "contract" between the University and the faculty member must be broadly understood. Even when a formal bilateral writing is absent, the terms of employment clearly incorporate university policies and provisions in the faculty handbook which are in effect when tenure is granted. AAUP Statements will apply, when a university's regulations articulate them or merely incorporate them by reference. Even when there is no such specific reference, a university may be held bound—as was recently held by the very influential United States Court of Appeals in the District of Columbia—by the more fundamental AAUP policies, which have been treated as part of the "custom and usage" of the academic profession, automatically incorporated in the contract of employment. (The decision referred to was in the *Browzin* case, mentioned again below.)

What features of the tenure rules at the University of Pennsylvania would be enforceable in court?

Compliance With Procedures. University rules provide for fair procedures and peer judgment on such matters as just cause, financial exigency, and discontinuance of program or department. (When these procedures are exhausted, University administration retains the ultimate decision-making authority.) If these procedures were not pursued in the course of terminating tenure, the decision could be attacked in court as in violation of contract. The *Browzin* court held such procedures to be an important part of the agreement between university and faculty, since peer participation was viewed as a safeguard against arbitrary or hostile administrative action.

Just Cause. If all of the above procedures were honored, and university administration still adhered to the decision to terminate tenure, claiming "just cause," would there be recourse for the faculty member who disagreed? Technically, there could be a challenge, but it is not likely that any court would overturn a determination of "cause" which was made by an administration in good faith. Even the AAUP has no formal definition of incompetence or immorality, and treats "cause" as institution-specific. Most probably, a heavy burden would be placed on the aggrieved faculty member to demonstrate that the "cause" asserted was in truth a pretext.

Retirement. Even tenure does not shelter a faculty member against retirement for age. Several lawsuits have, however, been brought to challenge a reduction in mandatory retirement age for faculty members already tenured. While the option of early retirement, as a means of facilitating the entry of younger faculty into the profession, is not objectionable, mandatory early retirement creates serious legal problems. It is difficult to argue seriously—and the AAUP does not—that a person granted tenure becomes immediately and forever entitled to the retirement age which then obtains. But, at the other extreme, it is unconscionable to permit a university to lower the mandatory retirement age of persons close to, or past, the lower age. The AAUP believes that persons begin to rely upon their retirement rights some twenty years in advance, and that it would unfairly defeat such justified expectations to lower the applicable retirement age thereafter.

Two court decisions have sustained colleges which lowered the mandatory retirement age, at a time of considerable apparent unfairness to the affected faculty members. In the *Rehor* case (decided by the state supreme court in Ohio), a faculty member aged 65 challenged the reduction of the mandatory retirement age from 70 to 68 (when his college was merged with another, at which the retirement age was 65). In the *Drans* case (now being appealed in the state of Rhode Island), the court

*A more thorough treatment of many of the issues discussed in this paper can be found in "Financial Exigency" by Professor Ralph S. Brown, Jr., in the Spring 1976 issue of the AAUP Bulletin.

permitted the college, which had no formal retirement age, to adopt a policy of mandatory retirement at age 65, thus rejecting the challenge of a faculty member aged 57. In both cases, the courts held that the tenured faculty member had no vested right to delay retirement until the retirement age which obtained when tenure was granted, and held as well that the faculty member consented to the lowering of the retirement age when he agreed to continue teaching and accepting a salary increase in successive academic years. It remains to be seen whether future courts will be more solicitous of the AAUP position that at some point in the career of a tenured faculty member, as retirement approaches, it becomes a breach of contract—and of reasonable expectations—to lower the mandatory retirement age.

Financial Exigency. The regulations of the University substantially accord with those suggested by the AAUP in cases of termination of tenure by reason of financial exigency. University administration may make a decision to terminate for such reason after consultation with a committee of our Senate; affected faculty members may appeal to a hearing committee to scrutinize the administration's good faith and to determine whether there is an alternative suitable position within the University. If these procedures are not accorded, the faculty member would have a meritorious contract action. If they are accorded, may the faculty member nonetheless seek review in a court, claiming that there is in fact no financial exigency, or that in fact there is a suitable position available?

Two court decisions have indeed considered whether a university was in a state of "financial exigency" such that termination of tenure was allowable. In New Jersey, Bloomfield College was operating with approximately a \$200,000 annual deficit on a total budget of some \$3½ million; it opened, however, a golf course property valued at roughly \$6 million. The AAUP argued, on behalf of the aggrieved faculty members stripped of their tenure, that there was no financial exigency; its 1975 Recommended Institutional Regulations refer to an "imminent financial crisis which threatens the survival of the institution as a whole and which cannot be alleviated by less drastic means" than terminating tenure. The New Jersey trial court agreed that there was no "immediate compelling crisis," but the appellate court, defining exigency to mean a "state of urgency," held that a determination made by the administration in good faith would be sustained. (The court went on to find, however, that even if there was a financial exigency, it was not the *cause* in good faith of the termination of tenure; it pointed to the fact that an equal number of new faculty members were recruited at the same time.) A decision of an Iowa state trial court, now on appeal, treats any current operating deficit as a "financial exigency." The AAUP is challenging this overly broad definition. It is problematic, however, whether courts will endorse the AAUP definition, only recently developed with any measure of specificity, as a "custom and usage" within our profession.

The courts have adopted the position of the AAUP that the burden is upon the college or university to prove that a financial exigency exists, since supporting data obviously is more accessible to the institution than to the faculty member. Moreover, the District of Columbia court in the *Browzin* case has upheld the right of an aggrieved faculty member, in a financial exigency case, to challenge the university's determination that there is no "suitable position" to which he can be reassigned.

Discontinuance of Program or Department. This rather recently evolving justification for termination of tenure was not in the 1940 Statement or in the University of Pennsylvania regulations when many of us were granted tenure. Yet it is acknowledged as a proper ground in the AAUP Recommended Institutional Regulations, and would presumably be regarded as within the general understanding of the profession. Even in the absence of financial exigency, tenure may be terminated—according to AAUP principles—if a determination is made in good faith, principally by the faculty, "that the educational mission of the institution as a whole will be enhanced by the discontinuance." (Here too, the university must seek a "suitable position" elsewhere in the university for the affected faculty members.) As with termination for financial exigency, aggrieved faculty members could have recourse to judicial protection in the event stipulated procedures were not followed, or the discontinuance of program or department was pretextual and in bad faith.

There may be some difficulty determining whether there has in fact been a discontinuance of a "program" or "department"; and whether there is a "suitable position" available. The *Browzin* court gave unduly narrow definitions to all these terms, holding that Professor Browzin's tenure could be terminated when his department simply decided not to offer his courses any more, and that what looked like an available course rather close to his expertise could be offered by a new faculty member instead, for

this was not within the "suitable position" rule. (The court did, however, require the university to bear the burden of proving that no suitable position exists.)

Conclusion

The moral seems clear. The best protection for tenure lies in clear standards within the regulations of the University—on such matters as mandatory retirement age, financial exigency, discontinuance of program or department, and the suitable-position rule. These must be allied with a strong tradition of faculty participation and peer judgment. Courts may be helpful as a last resort, but they are not immersed in the traditions of our profession and are as like as not to render decisions which simply do not accord with our norms and our expectations. These must be effected through informed and influential organs of faculty governance, and by an understanding and progressive university administration.

The final speaker at the AAUP meeting discussed the current situation at the University from two points of view—as a member of the University Budget Committee she said she would tell "what the University is unable to do financially," and as chairman of the Senate Committee on Academic Freedom and Responsibility what the University "is not allowed to do procedurally." Her summary:

II. Tenure Trends at Penn

by Phoebe S. Leboy

As of March, 1976, approximately two-thirds of the University's professorial faculty were tenured. The proportion varies considerably by school: with the exception of the School of Veterinary Medicine, the health schools are less than 50 percent tenured, for example, while FAS is 69 percent tenured, the veterinary medical school is 72 percent, and engineering 79 percent. The law school faculty is 83 percent tenured.

What does this mean? It may in some schools mean that relatively low value is placed on having junior faculty. However, most educators feel that, especially in the area of undergraduate teaching, University policy must provide for constant infusion of new blood into the faculty.

The Zemsky-Davis study published in *Almanac* (April 10, 1973) indicated that Penn's 1973 policies, combined with zero growth of total faculty, would lead to more than 80 percent of the faculty tenured by 1980. In real terms, that means that while in the 1960s more than 100 new assistant professors could be appointed each year, in the 1980s fewer than 50 such new appointments could be made per year.

What can be done to change the picture?

The Zemsky-Davis report discussed some possibilities:

1. To allow continued growth of the faculty.
2. To extend the probationary period for tenure, or abolish tenure.
3. To encourage early retirement.
4. To convert any newly vacated tenured positions to assistant professor positions.
5. To decrease the promotion rate.

Taking a look at these possibilities, this is how the University has been responding to them:

1. *Continued growth:* It is the opinion of most that, in view of the declining birth rate which influences our enrollment, a continued unlimited expansion of university faculties cannot be justified. A more practical problem is where would we get resources to pay for faculty expansion. University policy is to define for each school what might be projected to be *durable*

income, and to insure that long-term commitments not exceed what can be supported by durable income. There are ongoing planning analyses with each Dean to define predictable resources through 1980 and to make tenure-planning decisions with that in mind. [See *Almanac* November 23.]

2. *Extension of probationary period or abolition of tenure.* There are some philosophical problems with this from the perspective of academic freedom, of course; but even from the practical side there are two serious considerations. One is that the abolition of tenure involves legal problems related to the breaking of contracts—and, I hasten to add, *no administrative official has suggested this as a reasonable possibility.* The other is that to extend the probationary period or to allow promotion without tenure would be at best a short-term solution to a long-term problem. Instead of having a tenured-in faculty with little opportunity for new appointment we would have a partly untenured faculty that was just as limited in potential for new appointments.

3. and 4. *Early retirement and conversion of empty tenured positions to assistant professorships.* Both of these are now University policy, as proposed by the University Development Commission, discussed by University Council and adopted by the University administration in 1973. We do now have an early retirement package which enables faculty to retire by 65 without loss of income; and the policy of converting tenured positions to untenured ones was adopted as stated in the Development Commission report of 1973: "That whenever possible, a tenured position vacated by resignation or retirement be turned into a position for hiring a nontenured faculty member. This procedure should be avoided, however, when it poses a serious threat to academic quality and reputation, especially in smaller departments."

5. *Decrease in promotion rate.* Short of the abolition of tenure, which again I stress *no one* proposes, this is the change that has the most profound effect on a university's ability to hire junior faculty. In the 1960s, more than 50 percent of all new assistant professors eventually received tenure here. By the early 1970s, this proportion had dropped below 50 percent, and it is now in a range of 20 to 25 percent. The drop is due in some small part to a decrease in reappointment of assistant professors for a second three-year appointment—but *mostly* reflects a much more stringent examination of candidates for promotion and tenure. This includes for the first time a formal mechanism for review, at the Provost's Staff level, by an outside panel of experts.

FACULTY GRANTS: DEADLINE FEBRUARY 1

The Research Committee's Subcommittee on Faculty Grants and Awards announces the availability of summer fellowships and grants-in-aid for 1977-78 with a deadline for receipt of applications of February 1, 1977.

This year only, funds are available from the National Science Foundation as well as from the University. The NSF funds are available for support of projects in the natural and social sciences as well as mathematics and engineering. Summer fellowships of \$2500 and grants-in-aid not to exceed \$1000 will be awarded.

University funds are again available for support of projects in disciplines not supportable from the NSF funds. The committee will award summer fellowships of \$2000 and grants-in-aid of \$1500 to successful applicants.

As in past years, preference will be given to applicants holding rank of assistant professor. Awards generally will not be made to faculty members who have received support from the Subcommittee during the past three years. A summer fellowship will not be awarded to an individual who has other sources of support.

Application forms are available from the Office of Research Administration, 409 Franklin Building/16, Ext. 7293.

—Anthony Merritt, Acting Director, ORA

Origin of SAMP Review*

Throughout the discussions of the SAMP issue, the letters that the department chairmen wrote to the President and the Vice-President for Health Affairs have been frequently referenced. The letters were written in July, 1975, soon after we received word that SAMP had been awarded a \$720,000 grant from the Division of Associated Health Professions, D.H.E.W. Acceptance of the funds would obligate SAMP to the accomplishment of the objectives cited in the grant proposal which was approved by Provost Stellar. While Vice-President Langfitt has repeatedly stated that "the chairmen initiated the review by these letters," the chairmen of SAMP maintain that the letters requested "philosophical support from central administration to assist SAMP in strengthening its academic endeavors and in fulfilling the obligations of the grant." Indeed, the letters were written prior to the Dean's decision to resign and three weeks before his resignation was submitted to the central administration. We request the publication of our letters for clarification of this issue.

—R.E.B./E.J.C./N.B.E.

LETTER TO DR. THOMAS LANGFITT

July 24, 1975

We are aware, as you are, that the Dean has been, and is, being sought out for other positions in allied health. We are proud of the stature he has gained as an allied health administrator and educator during his six years in SAMP, and we hope his leadership will not be lost to us. This particular time is an exceedingly crucial time, as we are sure you also recognize. Because the Dean has demonstrated such dedication and service far beyond the "call of duty" and that which most other people would give, his consideration of other positions signals the acuteness of the issues that relate to SAMP. As chairmen of the departments in SAMP, we feel the problems need to be dealt with expeditiously and effectively. We wish to initiate our dialogue with you by delineating issues that are of direct concern to you also.

1. Our first concern, naturally, is the responsibilities expressed in the grant proposal—and ones that we will be accountable for upon the award of the federal grant to relocate SAMP in TRINEB. Because TRINEB was originally "a nursing building," we conservatively delineated our needs. We recognize that this has provided little "negotiating room" to finalize the building plans and requires strong leadership from you to conclude these plans in a timely manner. As negotiations have proceeded and working information gathered, we are uncertain, and thus concerned, about the directions and details in relation to the commitments stated in the grant. Variation in data bases, rigidity and inflexibility regarding future curricular considerations and an attitudinal relegation of SAMP to "second-class status" are examples of our concerns. It is essential that our minimal requirements are adequately provided for through the grant resources, which include the goals described in the Development Commission Report.

2. A second consideration at this time is the future administrative structure of the Schools of Allied Medical Professions and of Nursing. Two years ago, during the Task Force Study of SAMP and Nursing at Pennsylvania, this school put itself on record as favoring an administration which would consolidate the two schools under one leadership. We still believe, in principle, that this can be a logical and an administratively sound approach; however, we believe that it is not now appropriate to implement such a consolidation at Pennsylvania. If both schools achieve the dimensions that they should to contribute to current health care needs, individual administrations with cooperative and shared experiences—which will be facilitated in TRINEB—is probably the optimal plan for the future.

3. A third concern is the overall policy development, establishment of priorities, and initiation/modification of elements in health affairs that have a direct bearing on allied health. More involvement of—or in some

*On page 11, Dr. Langfitt responds to the three SAMP chairmen's preface to the letters given here.—Ed.

instances, delegation to—the academic units would result in more effective decisions, thus we seek early input and involvement in these matters. Momentum—or conclusions—are often beyond the point of return before we are apprised or consulted. Continuing growth of administrative units has resulted, with our academic units provided a “no growth” directive that is incompatible with other demands on SAMP and the goals and directions stated in the Development Commission Report.

4. It is extremely important that the Vice-President for Health Affairs assures that equitable decisions are reached and implemented in the University's health community as a whole. The extremely marginal resources that are provided to SAMP has kept our faculty heavily loaded and has prevented our initiation of many important endeavors; to wit, cuts in Development Fund targets, “across-the-board” budget cuts without consideration of the “critical mass” of resources essential for small units, and restraints in the attainment of research facilities. These actions belie the directions that you expressed as the future (and expanded) health mission of the University which would require an increased role for SAMP.

These issues and the broader University issues delineated in our letter to President Meyerson point to a fundamental need—that the University community as a whole, and the Office of the Vice-President for Health Affairs in particular, needs to “enunciate” a public stance regarding the future role and development of the School of Allied Medical Professions in the health affairs mission of Pennsylvania. We would hope that our perceptions and insights for the future would be a major element in formulating this position. It seems vital to us that the University's philosophic and resource commitment be reflective of this stance and be clearly delineated.

You are eminently aware of the importance of the clarity of these and other matters to the position and function of the Dean. It would be most difficult, if not impossible, to recruit to the deanship an individual that would be acceptable to the University given the current status of the aforementioned matters.

Expedient consideration of the issues and initiation of appropriate actions to resolve the problems could very well preclude our needs to ponder about how to obtain another dean. We would be pleased to discuss these matters with you.

*Roma E. Brown, Chairman
Department of Medical Technology*

*Eleanor J. Carlin, Chairman
Department of Physical Therapy*

*Nancy B. Ellis, Chairman
Department of Occupational Therapy*

cc: Martin Meyerson, President

LETTER TO PRESIDENT MARTIN MEYERSON

July 25, 1975

As chairmen of the three departments in the School of Allied Medical Professions, we are writing to transmit to you our concerns about the possibility of the loss of the Dean of SAMP. During the past six years, the Dean has provided outstanding leadership during exceedingly difficult times for the School. Even with the limitations and events that prevailed through policy and administrative actions, at both the top administrative levels of the University and at the Vice-President for Health Affairs' Office, his capabilities and accomplishments have achieved national recognition. As a result of this recognition, the Dean is now being actively sought by other institutions. We sincerely hope he will remain—both because of his outstanding capabilities and the leadership essential to consummate the pending grant award from the Division of Associated Health Professions.

The Dean's consideration of other positions is based on severe problems within the University of Pennsylvania—not his desire to seek another position. These deficiencies and problems are equally serious to us as department chairmen. Therefore, we consider it essential to enumerate for you the major concerns and issues.

(1) The Development Commission delineated specific accomplishments that SAMP should achieve—and we concur with these goals. The goals are cornerstones for our planning and development:

- (a) Contribute to the concept of “One University”;
- (b) Facilitates interaction between the professions and the liberal arts and sciences in research and training;
- (c) Develop highly competent practitioners prepared for continuing self-education;
- (d) Prepare excellent teachers to pass on the discipline of the profession;

- (e) Engage in advancing the knowledge base on which the profession rests.

Although it was stated as a part of the priorities that the weaker professional schools need help from the rest of the University in developing stronger programs, support from the University to develop excellence and growth essential to achieve the goals has not been compatible with the charge. In fact, exactly the opposite has occurred—our support has been reduced.

(2) A Task Force to study SAMP was created as a step in implementing recommendations from the Development Commission. The Task Force submitted its report to the University administration in 1973. The administration's analysis of the conclusions and recommendations of the Task Force have not been related to SAMP nor has the philosophy or commitment of the central administration of the University regarding SAMP been clarified and expressed. This results in uncertainties to us in our planning and development activities. Our only recourse has been to move forward in our planning with a consideration of the directions indicated in the Development Commission report and the major findings and recommendations of the Task Force.

(3) During the planning for the Development Fund Drive, attention by SAMP's Long Range Planning Committee to the reports of these two major bodies was an integral aspect of the process. When the total target figure for the Drive was reduced, the cutbacks were disproportionately large for SAMP, as compared to much larger schools, when the exact opposite should have prevailed.

(4) SAMP has fully met the demands of the responsibility center process. Faculty have been heavily loaded—far beyond the expectations of faculty in other areas of the University. The consequences for meeting responsibility center demands and our enforcement of containment have effectively meant reduction of University support through the subvention process and concomitant application of increased indirect costs. The net result in SAMP has been a loss of faculty and administrative positions which has magnified the inequity of expectations of faculty as compared with the rest of the University.

(5) It is a documented fact, through cost analysis studies, that education in the health professions requires substantively more resources per student than liberal arts studies. Because the health care services that our graduates provide are critical to society's needs, a significant amount of public funds should support the School. Though we have received substantial support from the federal government over the years, we have not received state funds consistent with our services to the citizens of the Commonwealth. Whereas all other schools of allied health in Philadelphia have this support, SAMP does not. Though we have been discouraged from pursuing this revenue source, we believe it is vital that we have the opportunity to seek these funds with the active involvement of the University administration and its supportive resources.

(6) The Dean and a number of the faculty have established exceedingly important relationships with the NIH at the national level and the Department of Education at the state level. However, the heavy demands on our staff to conduct SAMP's programs limit the involvement that is possible in these high potential avenues of activity.

(7) We endorse and support the concept of “One University.” SAMP's record of involvement of faculty from other schools in our curriculum and committee activities is uncommon and exemplary. Likewise, we maximally utilize courses provided through other departments as required or elective credits. We are pleased that the new policy of the Faculty of Arts and Sciences will provide the reciprocal opportunity for their students. We seek to provide opportunities in our courses to all students of the University within the limits of the facilities and resources of SAMP and as contributory to their educational goals. We are confident that this will further enhance the understanding, attitudes, and accomplishments among the academic departments.

(8) In addition to this increased understanding of the academic departments, administrative areas must also attain a heightened awareness to be of optimal service to the School. For example, though the national trend in allied health education demonstrates an increase in applicants far beyond enrollment capacity to respond, this is not the case at Pennsylvania. We consider it vital to explore this issue and develop productive recruitment and admission strategies with the Office of Admissions. The alternative conclusion to reduce the freshman admission target to fifty percent of our capacity and increase transfer admissions, has serious import on the educational quality of our programs. Our curricula, which are based on a four year continuum of integrated liberal arts and professional studies, are

unique in this aspect. A fifty-percent transfer student body would drastically alter the characteristics of the curricula. The wrong solution was applied to the problem when the academic implications are considered.

(9) The most crucial element in SAMP's continued development is a faculty of vision, dedication, and excellence with an appropriate scope of responsibilities so that they can maximally contribute to our goals. Our excellent existing faculty is heavily loaded with academic assignments thus making implementation of new and essential scholarly endeavors exceedingly difficult. We have been unusually fortunate in attracting an excellent faculty primarily because of the outstanding *potential* at Pennsylvania. Potential must become reality to retain these recognized leaders in allied health—and indeed, we must expand our faculty and administrative resources.

These issues are important not only to us within SAMP, but also to the total University. We believe that SAMP brings to the University a unique resource to respond to the challenges presented to the health care community. To paraphrase Dr. Langfitt's comments to the Juniors and Seniors at the convocation at the beginning of the 1974-75 year: "The health care system and the health community at the University of Pennsylvania have made significant contributions to medical research—but we are now committed to broaden our mission to include an increased role in health care services. SAMP will be a significant component of the University's responses to its mission." We readily concur that the allied health professions will play a major role in responding to and ameliorating society's deficiencies in health care services. In a University where approximately forty-five percent of the entering students are pursuing an education leading to service in the health care system, a vital and dynamic School of Allied Medical Professions provides the students a perspective of total health care during their educational experiences that will be essential to them when they function in the health care system. With the new policy on elective credit within the Faculty of Arts and Sciences, it is already evident that the resources and educational opportunities in SAMP are going to be in increasing demand by students in FAS. We are anxious to respond to their interests and to the philosophy of "One University."

The University of Pennsylvania, of all institutions in the Ivy League, is the only one that had the foresight to create a School of Allied Medical Professions which has played, and will continue to play, such a crucial role in the health care system of the future. Likewise, among all colleges and universities in the country, the University of Pennsylvania was the first to conceptualize and establish a School with allied health organization and identity—a model which has been emulated extensively. The unique character of SAMP—an integration and blending of liberal arts and professional study with an optimal balance of the theoretical and applied knowledge—has evidenced its value to the professions. The leadership achievements of SAMP's students and the national recognition of the school attests to this fact.

The goals in the Development Commission Report and the above charge by Dr. Langfitt are complementary and, indeed, synergistic. SAMP stands ready to respond to both, given the resources essential to respond. However, as we have analyzed and planned, and re-analyzed and replanned, these fundamental issues emerge as crucial deterrents. Though the specific impetus for this letter was the potential resignation of the Dean, these are issues that relate to the deanship and the chairmanships—regardless of the individuals involved. Indeed, a vacancy in the deanship with these problems unresolved would result in a recruitment problem of immense magnitude. Though the School is small—and current decisions mitigate against achieving optimal growth—the responsibilities of reports and involvement in the University are the same as for much larger schools. This requires a "critical mass" of resources—students, faculty, administrators, and dollars—with substantial proportional allocation of resources based on a realistic formulation which accommodates the factors delineated in this letter. The Dean and the Departments need a consistency and clarity of policy reflecting the commitment of the University to sustain the program at a level of excellence befitting the University of Pennsylvania.

We would be pleased to meet with you to further elaborate on these considerations.

Roma E. Brown, *Chairman*
Department of Medical Technology
Eleanor J. Carlin, *Chairman*
Department of Physical Therapy
Nancy B. Ellis, *Chairman*
Department of Occupational Therapy

RESPONSE FROM DR. LANGFITT to the statement of the SAMP chairmen introducing the letters that start on page 9

December 3, 1976

The letters written in July, 1975, by the SAMP department chairmen to President Meyerson and myself quite clearly were submitted because Dean Sidney Rodenberg was thinking about leaving the University of Pennsylvania for another post. In my opinion, the most important statements in the letter to me were "...that the University community as a whole, and the Office of the Vice-President for Health Affairs in particular, needs to 'enunciate' a public stance regarding the future role and development of the School of Allied Medical Professions in the health affairs mission of Pennsylvania" and "it seems vital to us that the University's philosophic and resource commitment be reflective of this stance and be clearly delineated." In the letter to the President they stated "the Dean and the department need a consistency and clarity of policy reflecting the commitment of the University to sustain the program at a level of excellence befitting the University of Pennsylvania." I interpreted these statements as a request by the department chairmen that SAMP be recognized by the University as an important part of it by accepting the programs of the School within the mission of the University and making additional commitments of resources to them. I believed this could not be done without a review, and from the beginning of the review process, the department chairmen and I agreed that we would identify a number of options for the future of the School and a number of criteria to choose among those options. I conclude as I have before that the review was initiated by the department chairmen of SAMP through their letters to the President and me.

—Thomas W. Langfitt, M.D.

BIOSCIENCES

Editor's Note: The text below was adopted unanimously by the biomedical sciences faculty at its December 1 meeting (see page 1). On the next page begins Dean Edward J. Stemmler's statement on behalf of the deans of medicine, dental medicine and veterinary medicine.

PROPOSAL ADOPTED BY BIOMEDICAL FACULTY

Authors' Note: The following document was formulated by a group of the biomedical faculty to implement the consensus expressed at two open meetings of the faculty of the biomedical quadrant of GSAS. This group consisted of Sol Goodgal, Phoebe Leboy and Neville Kallenbach, who are the biomedical representatives on the Graduate Council; Helen Davies of the Educational Policy Committee; and Fred Karush, a member of the 1975-76 joint committee of SAC and the EPC charged with the formulation of a graduate structure.

The proposal was presented by this group at a meeting on 18 September 1976 in the office of the Provost, also attended by Eliot Stellar, Don Langenberg, John Hobstetter and Vartan Gregorian. The proposal was subsequently submitted to the Deans of the dental, medical and veterinary schools. The educational portion (A) was found to be entirely acceptable by all of the deans. No serious objection to the second part (B) was expressed.

—S.G./P.L./N.K./H.D./F.K.

A Structure for Biomedical Graduate Education

A. Educational

The Biomedical graduate groups should be an integral part of the Faculty of Arts and Sciences. Specifically:

1. All members of these graduate groups will have secondary appointments in FAS. They will participate equally with other FAS faculty in planning and decision-making on issues of graduate education.
2. The programs of the biomedical graduate groups will be subject to the same guidelines as other FAS graduate programs with respect to initiation, termination, evaluation and supervision.
3. Ph.D. recipients recommended by these groups will be subject to the same supervision, requirements and award procedures as other Ph.D. candidates.

(continued)

cc: Dr. Thomas Langfitt

B. Budgetary

Provision should be made to deal with the special budgetary problems of the biomedical graduate groups as follows:

1. Establish a Biomedical Council consisting of the chairpersons of biomedical graduate groups, including Biology and Psychology. The chairperson of the Council will be elected from its membership.

2. The Council will be concerned with the budgetary needs of its Graduate Groups and with the development of sources of financial support. It will also deal with educational issues which are specific to the biomedical area.

3. Establish a Biomedical Board consisting of the Deans of FAS, School of Medicine, School of Veterinary Medicine, School of Dental Medicine and the chairperson of the Biomedical Council.

4. The primary concern of the Board will be to identify resources for the support of the biomedical graduate programs, especially funds generated by graduate tuition, gifts and overhead on grants. It will also advise on the appointment and promotion of faculty whose responsibilities include graduate instruction in the biomedical area.

PRESENTED BY DEAN STEMMLER DECEMBER 1

I. The health deans are deeply concerned along with the general University faculty about the need for us to improve the overall management and quality of graduate education.

II. We fully recognize the need for a coordinated effort and an administrative locus through which policy can be set and quality can be assured.

III. We further recognize that several alternative solutions might serve to accomplish the objectives of uniform quality standards, ease in recruitment, financial support, curricular planning, and the establishment and termination of programs. However, for practical reasons we believe that it is prudent and constructive for us to endorse the general formulation of the "Organization of Graduate Studies" as proposed by John Hobstetter (*Almanac* November 2), a proposal which has been approved conditionally by the University Faculty Senate.

IV. We do make three specific suggestions about the proposals in that document:

A. That the Council of Graduate Deans be renamed the Council of Deans for Graduate Education.

B. That the Dean of the Faculty of Arts and Sciences be appointed the Chairman of that body.

C. That time be set aside on the monthly Council of Deans meeting specifically to address agenda items related to graduate education.

V. We consider the Vice-Provost for Graduate Studies and his advisory committees (the Committee of Graduate Facilities and the Council of Deans for Graduate Education) to be operating at the policy level.

VI. We recognize that the Faculty of Arts and Sciences is establishing within its organization certain committees concerned with the modulation of graduate education. These will include

COMMITTEE FOR BIOSCIENCES'

On December 3 Provost Eliot Stellar announced the formation of a committee to resolve differences of detail in the preceding reports and to work with the FAS faculty committee and Dean Stemmler's committee to complete the design of biomedical graduate education. It will be convened by Dr. Phoebe Leboy, professor of biochemistry at the School of Dental Medicine, and on it are Drs. Neville Kallenbach, professor of biology at FAS; Sol Goodgal, professor of microbiology at the School of Medicine; Ernest Lawson-Soulsby, professor of parasitology/pathobiology at the School of Veterinary Medicine; Robert E. Forster, professor of physiology at the School of Medicine; and Barry Cooperman, associate professor of chemistry at FAS.

committees charged to plan curriculum, maintain quality control, set admissions policies, etc. These academic committees will serve the graduate programs which lie wholly within the Faculty of Arts and Sciences.

VII. We have recognized previously the value of coordination among the health deans. As our graduate group chairmen are aware, the health deans have cooperated effectively in addressing one major problem through a meeting with the biomedical graduate group chairman, namely, the establishment of a fund to guarantee the stipends for a number of exceptional student applicants. The mechanism used for reaching that positive decision proved useful, workable, and, in this case, successful. We recommend that this mechanism be recognized as an element in the University's organization. This can be accomplished by two moves:

A. The establishment of a Board of Deans for Graduate Educational Affairs. This Board will have as members the deans of the Schools of Medicine, Dental Medicine, Veterinary Medicine, and the Faculty of Arts and Sciences. We recommend that the Dean of the School of Medicine serve as Chairman of this Board and that the Chairperson of the Biomedical Council attend its meetings. The Board's functions will include, among other things, the resource allocation function for graduate education within the biomedical groups. It will become the administrative unit through which decisions about the utilization of resources will be made.

B. The establishment of a Biomedical Council. The membership of this body will include the graduate group chairmen from all bioscience programs, including biology and psychology should those groups choose to participate.

C. The Board and the Council will meet jointly each month or as often as necessary to accomplish their business.

VIII. In recognition of the value of the coordination of program management and the need for a single mechanism for program planning, curriculum planning, evaluation, admissions, etc., we support the use by the Bioscience Graduate Faculty of the academic committees which will be established in the Faculty of Arts and Sciences. We suggest that these committees serve as the mechanism for the accomplishment of coordinated program planning. In a sense, therefore, we accept the notion of the delegation of academic management of the bioscience graduate educational programs to the Faculty of Arts and Sciences under the leadership of its dean.

IX. Further, we support and will approve the awarding of secondary appointments for interested biomedical faculty in the Faculty of Arts and Sciences, if such secondary appointments are offered.

X. We remind this group of the centrality of the graduate educational mission to the overall mission of the health professional schools. For this reason, we will resist with our full energies any move which, in our opinion, would tend to disarticulate basic research from medical education. We remind you that we are attempting to coordinate graduate education and not organize our basic research enterprise which appears to be functioning at a high level. Therefore, we do not support the need or even the desirability to create an organized Institute of Bioscience.

XI. We also remind you of the accountability that must be expected of all deans. Graduate education is an important program in most university schools. If a dean were to fail to support the university's mission in graduate education, that dean should be called into account by the provost.

XII. As stated in the beginning, there are a variety of structures which would serve the University's purposes in graduate education. The proposal before you (pp. 10-11) is one practical approach which, in our opinion, could work effectively. We believe that it is time that we cease our concerns with organization and begin the implementation of the purposes that we have defined. We are certain that the mechanism proposed will not please everyone. In fact, none of us will be pleased until the job has begun and we achieve the level of quality, effectiveness, and coordination we have defined.

CHRISTMAS IS WHERE YOU FIND IT . . .



This year for Christmas, you get what you see. Against the backdrop of an increasingly bleak season—the coldest in two decades, we've been warned—Christmas offers a warm visual array of decor, food, flora, and gifts, and most of them can be seen and bought at the convenient stores on campus. This year, *Almanac* decided to vary its annual browse by looking at the Bookstore offerings last.

PYRAMID SHOP . . .

The temptation at the Museum's Pyramid Shop is to revert to age 8 and play with everything in sight, but of course it can be fought off: invent a story about choosing a niece some presents if you don't have one. Crayon enthusiasts hit the jackpot with Bellerophon coloring books that feature pictures of Ancient Greeks or a rebec-playing lion (\$1.95; 59¢); *Stained Glass Windows* (\$1.75); assorted posters to color (\$1.50 each); and even color-your-own kites (30¢; string, 15¢). Look through a small kaleidoscope (75¢), or *Strange Things to Do and Make* (\$1.50), which tells how to grow a full-sized pear in a Coke bottle. A wooden animal coat hook from India (\$4) might be just the thing, or an arrowhead (25¢), geodesic dome kits (\$1 and \$3), Chinese ceramic hand puppet (60¢), wood or bread-dough tree ornament (40¢-\$1.30), or a filigree necklace (\$1), or polychromed creature (35¢) from India. We chose *Strange Things* (above), a Chinese butterfly kite (\$1.50), a Gilgamesh poster to color (above), a magnifying box (35¢), and a marble to put in it (1¢), because our niece. . .no, we confess: although she gets the kite (we are Charlie Brown with kites), well, we found this old Coke bottle, and can hardly wait till the trees bloom next Spring—by then we will have turned 9.

MUSEUM SHOP . . .

The Museum Shop itself, a sanctuary as always, gathers its treasures from around the world. Color and rarity are the keynotes here. Powerful blues, reds, and oranges dominate animal appliques from the Dahomey People of Africa (\$22-\$65), while quieter, aqueous shades prevail in 19th-century Persian tiles (\$5.50-\$45). These, glazed with raised flowers and animals on a pale blue background, could go on a wall or mantelpiece, or come between hot casserole and mahogany tabletop. Of similar pattern, but flatter and perhaps more stable as trivets, are contemporary beehive covers (\$10) pierced with bee-sized holes.

For those who like earth tones and prefer bold geometrics to the intricacies of the Middle East, there is the tapa cloth from Fiji. Hand-made from beaten tree fibers, the tough, flexible fabric has been stenciled in russet and black through fragile cut banana leaves; it took four trees and untold labor for 4x5 feet (\$300).

From India, gouaches on canvas illustrate the Story of the Pards, a mythical tale from Orissa (\$28-\$50). Traditional activities such as carding wool and cooking occupy carved thornwood figures of the African Yoruba People (\$7.50). The Mexican Huichol provide folk designs in hot, bright colors, in the form of yarn paintings (\$1.75-\$9.50) and *ojos de Dios* (\$5), yarn-and-tassels amulets that hang over a cradle to protect against the evil eye.

Another way to repel the evil eye, or to attract the admiring one, is to wear the Eye of Horus on a necklace (sterling, \$22.50;

turquoise ceramic, \$27.50) or bracelet (sterling, \$33) from Egypt. For purely ornamental purposes there are fish-shaped bead chains from Oaxaca (\$3.50), paua shell pendants on a sterling box chain (\$25), mummy beads (\$26), the owl of Athens enameled on copper pins (red, blue, or black, \$5), necklaces of satin cords and antique Chinese baubles (\$24-\$74), the exquisite museum reproduction of a Scythian panther head in gold-washed copper, 5th century B.C. (neckring, \$20; pin, \$18), and much more.

HOUSTON HALL . . .

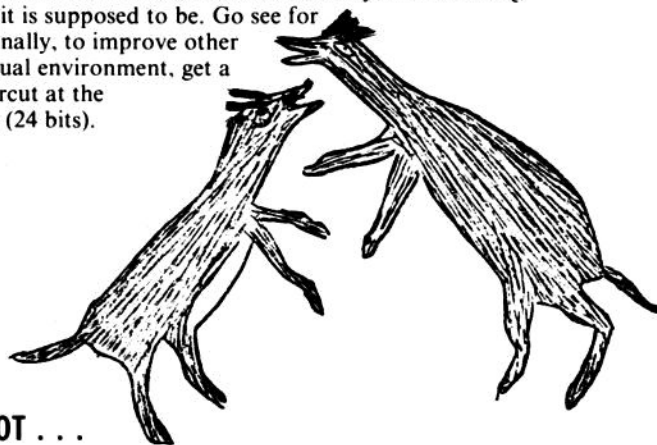
While we were standing around in the Jungle Garden waiting for the Record Store to open after getting our swine flu shot, a British-accented voice intoned, "Hello, plants now? . . . It's getting to be a regular mall down here." That's certainly the case. Our original intention was to check out the record store, which didn't open that day. But other shops along the hall in the basement of Houston Hall have a good selection of inexpensive, practical gifts.

The Jungle Garden boasts a limited, but nice, stock of about 40 types of houseplants, most of which (like the *Aphelandra* or zebra plant and the Moon Valley) sell for about 98¢ apiece. With the little planters come complete notes on type of light and soil required by the occupants. Potting soil (89¢ for three pounds), plant hangers (up to \$15), light bulbs (cheap), and misters (\$1.59 and \$1.79) are also on sale.

Candy and nuts are some of the best stocking stuffers, especially when you can get cinnamon jelly Santas (60¢/½ lb.), red- and green-foil-wrapped chocolate kisses (73¢/¼ lb.), red and green gum drops (48¢/½ lb.), and candy canes (10¢ each), as you can at Ye Olde Sweet Shoppe. In spite of its cloying name, the shop has, in addition to the holiday paraphernalia, salted peanuts (40¢/¼ lb.), cashews (99¢/¼ lb.), and other nuts that look and taste good.

To see and hear the rock acts coming through Philadelphia, make arrangements at the ticket office. Tickets are another nice small gift to fit in a stocking.

The record store has a good reputation for low prices and for its selection of uncommon titles, but unfortunately, not for being open when it is supposed to be. Go see for yourself. Finally, to improve other people's visual environment, get a holiday haircut at the barbershop (24 bits).



SPORTSPOT . . .

Go to the Sportspot to get yourself looking good. Pick an umbrella (\$6 to \$13). Try on a warm-up suit (in hot green, yellow, red, or warm blue, brown—\$25) in the changing room-kiosk. Buy a body shirt, a rugby shirt, a sweat shirt, a shirt for your T, a flannel or wool lumberjack shirt; bold stripes, plaids, checks, and solids are the main offerings. Is it stretching the term "sport" for the "spot" to sell diaper pants and bib for you or your baby, with the big P seal on it to prove its Ivy chic? There's a table of grown people's pants at 30% off, as well as shelves of pre-washed Levis and Levis in different colors. And you can look like a signalman on a highway construction gang with one of those puffy parkas in iridescent red or orange (only \$39).

WOMEN'S CULTURAL TRUST . . .

As we walked in the door of the Women's Cultural Trust, a loom loomed before us. Beyond it, we had a look at the watercolors by Miho Tanaka, and made our way into the shop where the cashier later told us that the large gallery space was to be filled starting December 13 with extra prints and ceramics on sale just for Christmas. The specialties of the house are hand- and woman-made goods such as lined and padded tote bags (\$14 each), pots and pot holders, pillows (about \$8), weavings, batik hangings (\$12-\$15), and jewelry. Almost all the rings, earrings, bracelets, and necklaces are sterling silver, but there are some copper enamel earrings and beaded necklaces as well; prices range from \$5 to \$25.

The adjacent bookstore is planning nothing special for Christmas, but it doesn't really have to. The unique selection of journals (*Albatross*, *Majority Report*, etc., plus feminist comics), books (a new paperback edition of *Little Women* for only 95¢), posters, and records for and about women (Olivia recordings—expensive, but hard to get) fills a special niche in the CA and in Christmas shopping. Our favorite posters (and gift selections) were some woodcuts by Marlene Miller of Emmeline Pankhurst and of Alice B. Toklas and Gertrude Stein (\$3.75 and \$3.25).

. . . AND THE BOOKSTORE

The motto in the publishing industry this Christmas seems to be: Two, three, MANY picture books (to paraphrase Che Guevara). In spite of a certain postliterate pall that so many dazzling photographs bring, the Bookstore's selection of such elaborate gift books is probably one of the best in the city. Not only are there books to give for Christmas (more about them later), there are all kinds of books about Christmas: *Christmas Decorations* (\$6.95) from the Williamsburg Folk Art Collection teaches how to make ornaments from burlap, starfish, wood shavings, paper, and walnut shells; *The Santa Claus Book's* (\$9.95) cover says it is illustrated—that's something of an understatement, it should have said it had a little bit of text; also *The Christmas Tree Book* (\$10.95) and *The Annotated Christmas Carol* (\$12.95) by Charles Dickens (annotated means more words than the original, but in this case it also means more illustrations).

There is an ecumenical collection of glossy photographs and text of Orthodox Jewish life, Mormons, and Jerusalem, plus a secular tome on the life styles of wealthy people through the ages (*The Very Rich*, \$24.95) and a study of *Cavalry*. Twenty-five natural calamities are pictorially recorded in *Eyewitness to Disaster* (\$12.95). Other heavy books have light topics such as Hitler, assassinations, pirates, and inventions.

All of these books are magnificent, in appearance as well as price; in addition, the technical printing aspects are superb—excellent stock, beautiful inks, great design. We somehow always feel, though, that we have been treated to fancy promotion of a particular subject after we have read one of these books, and have still not got to the real meat of the matter. Not so with the collections of photographers' work on another table; after all, their photographs are both their medium and their message. Impressive books by George Hurrell, David Douglas Duncan,

Alice Austen, Richard Avedon, and others surround a masterful collection, *Masters of the Camera* (\$25). We've only covered about half the glossy specials here. Even if you don't buy one of these for yourself or anyone you know, at least go see them; it's free, and it's a real show.

Get your own picture with the help of the photography shop: lenses, pouches, flashes, film, tripods, timers, darkroom equipment—almost everything you'd need. Also, right next door is a selection of cassette tapes and a display of calculators for adding up what you would spend if you bought everything you really wanted in the place.

Cookbooks, of course, have habitually suffered from the picture mania, as if the cook were going to display the picture of the next meal in advance so the patrons would know what they were getting. In the Bookstore's large collection, the inanity of this was bound to come out if you compare the large format, glossy picture version of *Crockery Cookery* (\$4.95) with the small pocketbook (\$1.95); in either case, a good book if you are learning slowly to cook—but one has \$3 worth of pictures. There is no excuse for using the wrong wine after consulting the two shelves of books on this topic. Also, *The Tortilla Book* (\$4.95) by Diana Kennedy looks good, with some nice line drawing illustrations, and the latest addition to *The New York Times's* guides is *The New York Times Weekend Cookbook* by Jean Hewitt—it probably has an eight-course Sunday brunch to go with the paper.

The 70s are the "Me Decade," claims Tom Wolfe in *Mauve Gloves and Madmen, Clutter and Vine* (\$8.95). If this year's releases are any indication, he's hit the nail right on the head.

If the author is important, it's about himself (*Moshe Dayan: Story of My Life*, \$15; *As I See It*, J. Paul Getty, \$10.95). If not, it's a personal recollection of someone who was. Kay Summersby Morgan tells why her love affair with Dwight D. Eisenhower was *Past Forgetting* (\$9.95). James Roosevelt shows us what FDR and Eleanor were really like in *My Parents—A Differing View* (\$12.50). *The Final Days* of Nixon's presidency hit the spotlight (Woodward and Bernstein, \$8.95) from several angles as Watergate participants recall their roles in the scandal: John Dean in *Blind Ambition* (\$11.95); Leon Jaworski in *The Right and the Power* (\$9.95); Sam Dash in *Chief Counsel* (\$10). And while we're on the Presidents, try Kurt Vonnegut's *Slapstick* (\$7.95) which features memoirs of a future ex-president named Dr. Wilbur Daffodil-11 Swain whose slogan was "Lonesome No More."

Healthy ego gave fans a last Miss Marple mystery (*Sleeping Murder*, \$7.95) when the late Dame Agatha Christie decided to protect her famous sleuths by taking them with her. Other new titles, all \$7.95: *Promised Land*, Robert B. Parker; *The Blue Hammer*, Ross Macdonald; and *The West End Horror*, another Dr. Watson manuscript "discovered" by Nicholas Meyer (*The Seven-Per-Cent Solution*). And for sci-fiers, Frank Herbert completes his Dune trilogy with *Children of Dune* (\$8.95).

If you'd rather look at someone else, try *Garbo*, \$4.98 at the sale table. And for those who avoid mirrors altogether, there's *The Vampire's Bedside Companion* (half-price: \$2.98).

Do bargains appeal to you? Go next door to the Book Hut. The books here have been remaindered, the prices slashed 50% or more. One might have a torn jacket (*100 Years of Brewing*), another might be a lone member of a set (*The Fitzwilliam Virginal Book*, Vol. 1). Some were too expensive to sell (*Michelangelo the Painter*, reduced to \$24.95); some appear for other reasons (*Ozzie*, by Ozzie Nelson).

Don't overlook the gift shop in back: it's a pleasant surprise. It offers a fine selection of sterling silver jewelry at reasonable prices, such as small post earrings (\$1.50-\$3) and diamond-polished chains from Italy (\$9-\$14), plus antique beads (\$8-\$10), museum reproductions and one-of-a-kind Afghani silver necklaces (\$5-\$23). For the holidays: tree ornaments in wood, glass, or chocolate, not to mention cards by the hundreds, most priced from \$2-\$3.75 per box (exception: black-and-white Penn scenes, 25 for \$9), and even holiday postcards (\$3, UNICEF), which cost only 9¢ to mail.—D. W./D. C.

TOMORROW NIGHT: 20% OFF

Bookstore hours for the holidays were published in the November 16 *Almanac*. Tomorrow is an exception: the bookstore will be open from 9:30 a.m. to 8 p.m.

But the big story is that until 5:30 there will be a 15% storewide, across-the-board sale. And after 5:30 faculty and staff are entitled to a 20% discount. Fail to miss this budget-pleaser.

OPENINGS

The following listings are taken from the Personnel Office's bulletin of December 1. 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 (10-19-76).

ACCOUNTANT II (10-12-76).

ASSISTANT DIRECTOR (11-16-76).

ASSISTANT DIRECTOR OF RESIDENCE UNIT (11-23-76).

ASSISTANT TO DIRECTOR (11-23-76).

BUSINESS ADMINISTRATOR IV (11-23-76).

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

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

EXECUTIVE ASSISTANT TO THE SENIOR VICE-PRESIDENT is responsible for liaison with University officers and departments and other specialized tasks as assigned. *Qualifications:* College degree in management or administration, preferably at the master's level; at least three years' experience in administration with supervisory responsibilities; ability to express ideas effectively in written and oral communication and to interact effectively with high-level management personnel. *Salary to be determined.*

FACILITIES PLANNER (9-28-76).

JUNIOR RESEARCH SPECIALIST (11-9-76).

LIBRARIAN II (media service) (11-9-76).

LIBRARIAN II to catalog in Arabic, Persian, Turkish. (9-14-76).

LIBRARIAN FOR RARE BOOKS (11-16-76).

MEDICAL CO-ORDINATOR initiates action with respect to grants management and coordination, prepares reports, checks requests for contracts and grants, establishes and supervises centralization of administrative data, plans and conducts administrative data and administrative meetings, and manages the director's office. Liaison and coordination with University Cancer Center, Fox Chase, CHOP, and Wistar Institute; conducts surveys for planning and evaluation. *Qualifications:* Administrative experience with ability to meet and work with people, to speak and write effectively. College degree in business administration. Health care background desirable. Experience in grants management and administration plus personnel management essential. *Salary to be determined.*

PROJECT MANAGER (11-23-76).

REGISTERED NURSE counsels patients in family planning procedures; answers problems from patients over the phone; follow-up care of patients, sees that they have needed tests and laboratory work; fills in for head nurse when needed; general nursing duties; other related duties as assigned. *Qualifications:* Ability to supervise clerical and technical staff, good communication skills. At least one year's experience in Ob-Gyn outpatient area. Must have the ability, willingness, and desire to adapt to a variety of situations and individuals. \$9,100-\$12,275.

RESEARCH SPECIALIST I (11-23-76).

STATISTICIAN (11-16-76).

SUPERVISOR (FUNCTIONS) (11-23-76).

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SUPPORT STAFF

ADMINISTRATIVE ASSISTANT I (11-9-76).

ADMINISTRATIVE ASSISTANT I (2) (11-2-76).

ADMINISTRATIVE ASSISTANT I (New York) (10-5-76).

ADMINISTRATIVE ASSISTANT II (11-16-76).

CLERK IV assigns all job orders numbers; maintains accounting control over all input; determines validity and accounting requirements for all work requisitions and insures that funds are adequate for the requested work; distributes monthly and final statements of account to other University departments and to various facilities associated with the University. *Qualifications:* High school graduate. Two to three years' college education in business administration with emphasis on accounting and data processing; or equivalent experience, preferably in a "job shop" or industrial organization. Excellent facility with numbers and data compilation. \$6,500-\$8,120.

CUSTODIAL FOREMAN (11-2-76).

ELECTRON MICROSCOPY TECHNICIAN II (11-9-76).

LICENSED PRACTICAL NURSE (2) (11-16-76).

MAINTENANCE MAN (NEW BOLTON CENTER) keeps floors and equipment cleaned, polishes brass portions of equipment; assists with painting; operates electric steam jennys; performs related duties as assigned. *Qualifications:* Ability to perform general janitorial duties, including painting. Graduation from elementary school. Physically able to move about actively and perform strenuous work occasionally. *Salary to be determined.*

MEDICAL RECEPTIONIST general reception duties plus a great deal of filing, pulling, and replacing files; arranges laboratory and X-ray appointments; interviews patients. *Qualifications:* A pleasant, resourceful, resilient, intelligent person who can efficiently and diplomatically mediate an extraordinary number of requests, demands. No typing required. \$6,050-\$7,550.

MEDICAL SECRETARY (9-14-76).

PAYROLL CLERK responsible for one portion of University payroll. Computes earnings/withholding; posts salary cards; answers inquiries; checks out errors, etc. *Qualifications:* Good aptitude for clerical work and figures. Operates adding machine. Graduation from high school with a course in bookkeeping and office practice. Two years' experience in an accounting department preferably in the payroll section of a college or university (eight months only) \$6,950-\$10,000.

PERSONNEL OFFICE COORDINATOR is a public relations employee who represents the first official contact a prospective employee or employer has with the University and is frequently the point of contact for faculty and staff, reporting to the manager of personnel relations. *Qualifications:* Graduation from high school and further training; some college or secretarial preferred. Two years of office experience, preferably with substantial people contact. Ability to work well with others, handle heavy volume of different kinds of individuals seeking employment, perceive and solve problems, type accurately. Willingness to accept greater responsibility; demonstrated maturity and flexibility. \$7,475-\$9,350.

POSITIONS AT ARBORETUM

SUPERVISOR OF EDUCATION has overall responsibility for supervising, planning, and coordinating popular education and interpretative programs for adults, young people, and teachers in horticulture, botany, practical gardening, environmental awareness, and artistic use of plants. *Qualifications:* B.S. or M.S. in horticulture, plant science, botany, or science education with at least two years' appropriate work experience. Basic botanical and horticultural skills. *Salary to be determined.*

PLANT PROPAGATOR manages greenhouses and facilities; supervises and instructs volunteer greenhouse workers; researches, teaches, and publishes propagation methods for unusual plant species; teaches adult education classes; writes articles for newsletter. *Qualifications:* At least two years' formal training in landscape horticulture plus practical experience. \$8,900-\$9,500.

Resumes and references for both jobs should be sent to Nina Gomez-Ibanez, Morris Arboretum, 9414 Meadowbrook Avenue, Philadelphia, Pa. 19118.

PROGRAMMER I to write, test, and debug data entry applications programs in a medical research environment; to code and run routine data analysis programs and to write data base management (DBTG-type) programs. *Qualifications:* One to two years' programming experience in a high-level language (PL-I, FORTRAN, COBOL) plus familiarity with data base management concepts; experience with a DEC System 10 very helpful. \$8,000-\$10,000.

PROGRAMMER II (11-16-76).

RESEARCH BIBLIOGRAPHER I (11-23-76).

RESEARCH LABORATORY TECHNICIAN II (5) (11-9-76).

RESEARCH LABORATORY TECHNICIAN III (8) (11-9-76).

SECRETARY I to do general correspondence for ten faculty members and answer all inquiries concerning admission to the program; processes applications to the programs (approximately 1000 per year); maintains student files (235) and applicant files (1000). *Qualifications:* Graduation from high school or approved training program. Typing, shorthand, dictaphone, office machines. \$5,625-\$7,025.

SECRETARY II (4) (11-16-76).

SECRETARY III (11-9-76).

SECRETARY III (6) (10-12-76).

SECRETARY III (10-12-76).

SUPERVISOR-MECHANICAL SYSTEMS (10-12-76).

UNIVERSITY POLICE OFFICER (2) (11-2-76).

ADMINISTRATIVE ASSEMBLY: DECEMBER 17

The Administrative Assembly's fall meeting and Christmas social are combined on December 17 this year, Chairman Alfred F. Beers has announced.

From 2:30 to 4 p.m. the fall meeting is held in B-6 Stiteler Hall, with an address by Vice-Provost Donald N. Langenberg on "The Role of Research at the University of Pennsylvania" highlighting the business meeting. Committee reports will include one on the change of the former salary equalization committee to a "human resources committee" with broader responsibility for issues in advancement and reward for administrative and professional staff of the University.

Immediately after the meeting the Assembly moves to the Faculty Club for its Christmas social (with cash bar). All members of the administrative staff and of the professional staff (research A-Is and others in similar status) are welcome.

WEOP: DECEMBER 8

Women for Equal Opportunity at the University of Pennsylvania meets at 1 p.m. Wednesday, December 8, 112 Logan Hall. On the agenda: the future of the Women's Center.

THINGS TO DO

LECTURES

Today, at 4 p.m., the *Women's Faculty Club* presents a report on the 1976 HERS-Bryn Mawr Summer Institute for Women in Academic Administration. Charlotte Fiechter, Karen Freedman, Karen Gaines; and Bernadine Miller are the speakers; Room 151, School of Veterinary Medicine.

Crime ring around the collar: Jonathan Goldstein, U.S. Attorney for New Jersey, discusses *Federal Prosecution of White Collar Crime* today at 4:30 p.m. in Hoover Lounge of Vance Hall.

An open session on *Electronic Funds Transfer Systems and the National Commission*, with SPUP Dean Almarin Phillips and George Mitchell, of the Commission, is scheduled for 8 p.m. this evening in Room B-6, Stiteler Hall.

Martha Kearns, biographer of Káthe Kollwitz, speaks about her subject Wednesday at 4 p.m. The talk is part of an exhibit of Kollwitz's graphics at the Penn Women's Center through December 15.

See and hear Ralph Bernstein speak on *Vision* at the computer science colloquium December 9, 3 p.m., in alumni hall, Towne Building. The December 14 talk is by Ken Knowlton of Bell labs; topic: *Computer Graphics*; place and time: same.

ICA presents *Poetry III*: Helen Adam, Ron Padgett, and Paul Viola

800 YEARS LATER . . .

Although *The Play of Daniel* was revived and popularized in the fifties by Noah Greenberg for The Cloisters in New York, the Collegium Musicum's Mary Ballard and Cynthia Bourgeault have gone back to the twelfth-century original and made their own version for the two performances the President and Provost sponsor December 7 and 8 as a holiday treat for faculty, staff and students. Like the students of the University of Beauvais who first performed it, the Collegium's vocal and instrumental ensemble wear medieval dress—and their instruments are as old as the script. Seating is more limited than in past holiday concerts (aisles must be free for kings and lions) so it's better to be at St. Mary's Church well before 8 p.m. either night.

read from their works December 9, 8:30 p.m., at the ICA; \$2.

Getting a rise: Visiting Professor Donald White's chemical and biochemical engineering lecture December 10 is *Alternative Methods of Preparing Yeast—SCP*. Then comes *Funny Fluids—A Definition of Flow-Field Instability in Converging Flow in Viscoelastic Fluids* December 13, by David Boger of Monash University. Each is at 3 p.m., alumni hall, Towne Building.

The Pennsylvania Association of Teachers of English to Speakers of Other Languages will have its fall conference at the Graduate School of Education this Saturday; 10 a.m., Room A-36, \$5.50.

Dr. Robert Maddin, University Professor of Metallurgy and Materials Sciences, goes back to the roots with *Early Iron Technology* December 13, 4 p.m., at a colloquium sponsored by the history and sociology of science department in Room 107, Smith Hall.

The Contemporary Middle East Scene is analyzed by Dr. Shaimon Shamir, visiting associate professor of middle east studies, at a December 15 Faculty Tea Club lecture, 10:30 a.m.

MUSIC

William Parberry conducts the University Choir in a performance of J.S. Bach's *Mass in B Minor* December 10 at 8 p.m. in Irvine Auditorium.

Eine kleine Gettogether: The Museum String Orchestra plays 20th-century compositions for small ensembles at its December 12 concert; 2:30 p.m. in the Harrison Auditorium.

Sing Along With Patricia (McFate) and the Glee Club December 10 on the Vice-Provost's campus caroling walk that starts from the steps of College Hall at 4 p.m. Anybody can join—but no fair turning up for the hot rum and cookies at Houston Hall at 6 p.m. if you didn't raise your voice in the chilly air beforehand.

FILM

The PUC presents *The Producers* Friday at 7:30 p.m. and *On the Waterfront* Saturday at midnight; both in Room B-1, Fine Arts; \$1.

The University Museum children's film on Saturday is *The Little Ark*; 10:30 a.m., Harrison Auditorium.

THEATER

A fiftieth anniversary production of *The Plough and the Stars* by Sean O'Casey comes to the Annenberg Center tomorrow. The Abbey Theatre Players perform through December 19. For reservations and ticket information, call the Annenberg Center box office, Ext. 6791.

MIXED BAG

Clean and green, good buddy: the annual Morris Arboretum *holly and green sale* is December 10-12. Take your pick of holly, juniper, pine, cedar, etc., and make a wreath while you're there. Hours are 10 a.m. to 4 p.m.; use the Hillcrest Avenue entrance to the Arboretum. 10-4.

As part of her month-long exhibit, Joan Jonas presents *The Juniper Tree* for children over six this Saturday; 2 p.m. at the ICA; 50¢; the exhibit continues through January 5.

Get lit along with the Christmas tree at the *Faculty Club tree lighting* December 14, 5 to 8 p.m. Santa has goodies for children, wassail for the rest of us, before the big family style dinner.

ALMANAC: 515 Franklin Building (16) Ext. 5274

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