

Almanac

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TRUSTEES

SAMP UNDER STUDY

Robert G. Dunlop, vice-chairman of the Trustees Executive Board, moved the Provost's report on SAMP to the top of the agenda when more than 150 SAMP students and faculty joined the December 7 meeting as observers at the sunshine session.

Dr. Stellar summarized the recommendation he and President Martin Meyerson made the day before (*Almanac* December 7). Acting Dean Eugene Michels replied briefly on behalf of SAMP, using some of the points in his *Appendix* on page 6 of today's issue. Ted Maciag, chairman of the Undergraduate Assembly, asked the Trustees to consider other points in a resolution (*The Daily Pennsylvanian* December 7) advocating a five-year probationary period for the School. The student motion questioned expectations of admitting more students to FAS in view of shrinking applicant pools. Sam Ballam Jr., responded that the Health Affairs Committee is studying all such advice before its December 20 meeting.

PEOPLE AND MONEY

The Executive Board approved the choice of a new director for the Museum (right); elected Harold F. Linder and Trustee W. John Eckman to the FAS overseers; and learned that Dean Arthur Humphrey has agreed to make an early decision for a second term as CEAS dean.

The Board approved the \$550,000 purchase of former Episcopal Divinity School properties at 43rd and Spruce, to be leased to the Pennsylvania College of the Judiciary. It also approved a PHEAA agreement to finance the start of College House B in the Quad.

Investment Committee chairman Wesley Stanger reported continuing better-than-Wall-Street performance for Penn's portfolio. For the Program for the Eighties, Mr. Eckman announced a November 30 total of \$90,465,760—less than \$10 million to go before January 14 to stay on target.

University administrators made a three-part report on budgets. Dr. Jon Strauss's text on FY 1978 and a summary of Dr. John Hobstetter's remarks on the next five years are on page 3.

In the current budget, where eight key factors are being closely watched, Comptroller J. Jerrold Jackson reported two as running



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... page 2

favorably: containment of energy costs and realization of salary savings through delay in filling budgeted positions.

The six negatives include three where costs are running higher than budgeted—student aid; employee benefits (as impacted by the new ERISA regulations) and operations and maintenance (despite heavy cost-cutting). Three show income running lower than projected—athletics revenue; tuition, (with graduate/professional down, not fully offset by undergraduate tuition stability) and indirect cost recovery on grants. Mr. Jackson said a ninth factor being watched is recovery of expenses of the fund-raising Program for the Eighties, which impacts the current operating budget only if recovery falls short by June 30.

President Meyerson added that grant awards are down for the first quarter: \$19 million so far, compared to \$31 million the first quarter of FY 1976. He said part of the decline might be an artifact of federal calendar change.

MUSEUM: MR. BIDDLE . . . CGS: DR. CARIDI

The new director chosen for the University Museum is Martin Biddle, the widely published scholar-archaeologist who is now director of the Winchester Excavation Committee's Research Unit in England. He will start next October.

Dean Vartan Gregorian has announced the appointment of Dr. Ronald Caridi, a Congressional staff member who held several academic posts between 1968 and 1975, as associate dean of FAS and director of the College of General Studies, effective January 3. (*Details of both appointments next week.*)

COUNCIL

FACULTY: FEWER BY 1981?

President Meyerson opened the December 8 meeting with a discussion of current and projected budget problems, including some of the material reported to the Trustees (above and page 3). At Council, however, he added:

1. A five-year comparison showing student population and faculty size stable within 1.5 percent and administrative and support staff down 11 percent since FY 1971; and

2. A projection that unless "special efforts" are made, the faculty must be smaller by 100 members by 1981. He said the situation is not unique to Penn, but is shared by virtually all independent institutions and most public ones. He related this projection to the SAMP issue by noting the thrust of the Development Commission Report for "selective excellence" versus across-the-board cutting.

Dr. Strauss elaborated on the \$4-million-or-larger gap in the FY 1978 budget: \$1 million of the "problem" is assigned to

SENATE SPECIAL MEETING: DECEMBER 16

In response to the petition inscribed below, a special meeting of the Faculty Senate is called for Thursday, December 16, 1976, from 2 to 4 p.m. in Room 200 College Hall.

December 8, 1976

We, the undersigned members of the Faculty Senate of the University of Pennsylvania, request the Chairman to convene a special meeting of the Faculty Senate not later than December 17, 1976, to discuss the issue of University governance and particularly the effect of faculty opinion on important decisions (with the SAMP situation being a case in point).

The signatures of 20 Senate members accompanied this petition.

—Robert F. Lucid, Chairman

administrative centers and the rest to responsibility centers for solution. Dr. Hobstetter called the projection of faculty shrinkage a "challenge" to be met by shifts from soft to durable income where possible.

SAMP: NO VOTE

Provost Stellar summarized the SAMP recommendation of December 8 for Council as he had for the Trustees, this time fielding queries such as one on the origin of the Jefferson option (Dean Edward Stemmler said Jefferson's interest in SAMP-type programs was an item he passed along to Dr. Thomas Langfitt during discussions of merger between SAMP and medicine). Asked whether internal merger was still an option if Jefferson talks failed, Dr. Steller replied that it was not. Acting Dean Eugene Michels asked how analyses were made to rule out SAMP's November 8 budget proposal for upgrading.

A resolution to maintain the present SAMP baccalaureate program and let graduate programs be developed in conjunction with Jefferson was distributed by the Undergraduate Assembly. The motion to place it on Council's agenda failed.

The Undergraduate Assembly's motion to add a second undergraduate to the Steering Committee of Council was withdrawn following debate with Dr. Herbert Callen and others against, Dean Vartan Gregorian for, the motion.

EPC & REALLOCATION

Dr. Robert Lucid said among the Steering Committee's projects this year will be study of the role of Council. Dr. Julius Wishner, presenting the first report of the new Educational Policy Committee, outlined its long-term projects and announced its first immediate one: a review of the School of Urban and Public Policy, to be conducted by a subcommittee chaired by Dr. Fay Ajzenberg-Selove. (Dr. Wishner's report will be published in a future issue.)

Debate developed on whether or not reallocation review is part of the charge of Dr. Wishner's committee. Dr. Lucid maintained that it was left out of the written charge through "simple error." Dr. Wishner said his committee is working under the charge as presently on file.



The last item on the agenda was the report of the Committee on Committees by its chairman, Dr. Murray Gerstenhaber, who addressed the body so: "As the hour is late and the holiday season is approaching, instead of a formal report I have for you a gift—a short fable found in the musty archives of the Committee on Committees and as relevant today as on the day it was written. That day being today, the preceding sentence is tautologically true as only a mathematician can make it." And then he told to the assembled company what is written below.

A Fable for Council



Once upon a forgotten time there was a company of colleagues eager to serve on committees. Those who were chosen labored joyously, nor did they grumble at submitting their reports to Those-Who-Hold-Council. But the others complained of Elitism. Then the great god Parkinson threw a confusion into their languages, and they found that while there seemed to be more of them laboring beneath weightier words, like Interdisciplinary and Multifaceted, they could reach no consensus.

So they grumbled and sent no more reports to Those-Who-Hold-Council, for they said that He-Who-Has-A-Hundred-Ears-And-A-Finger-For-Each-Pie no longer listens to us. And others said, Nay, he listens, but to what he wants to hear, for there are many diverging paths and for each a voice urging that he follow it, and he chooses as he pleases and then says that the voice which urged the path he chose was the voice of wisdom. And others said, Nay, he is honest, but even if he had a thousand ears he could not hear us all. For see but here: there are five, verily five committees that labor with undergraduate admissions—viz. the Provost's Task Force, the Search Committee for the New Head of Admissions, the Senate Committee on Admissions, the Task Force on Black Presence, and the Council Committee on Undergraduate Admissions and Financial Aid.

On hearing this, a full score and eight who had been importuned by the Great-but-Capricious Council Committee on Committees said to its chairman, Give us surcease from being asked to serve on the Council Committee on Undergraduate Admissions and Financial Aid. And he said to them, You shall have surcease from me, but there will be no refuge from my successor, who has more secretarial help.

Then seven committee chairmen came to the Great-but-Capricious Chairman and said, Give us eager men. And he replied, Verily I have no more, and besides, you should have said Persons.

Then a powerful magician called Coordinator came to the Great-but-Capricious One and said, Make me two committees in

my image, for he who has but one committee under him today is himself like unto an underling. And the Great-but-Capricious One answered, I have no more magic than you, but I will take it under advisement.

Then came some committee chairmen who said, Verily some committees have been created by Those-Who-Hold-Council, who in their wisdom have charged them with direction, but some of our committees have not their blessing and are called with derision Advisory or Operating. While you name us, you tell us not which way to go. Give us a charge. And the Great-but-Capricious One, also known as He-Who-Speaks-Without-Substance, said, I have only a store of names and none of wisdom; for that we must both turn to Those-Who-Hold-Council.

Then came many weary workers and said, We are tired. Give us a discharge that we may have an end of long hours and return to our loved ones. And He-Who-Speaks-Without-Substance, also known as He-Who-Plays-Roulette-With-The-Telephone-Directory, said, Shall I transfer your burdens to someone chosen at random? Besides, I could use some rest myself.

So the chairman of the Committee on Committees approached Those-Who-Hold-Council and said, Give us rest from the eternal light and infernal heat of committees. Let there be a sunset. But lest all the lights go out at once, let each committee have its own sunset when it will pass beneath your gaze, and if it finds favor in your sight, rise again on the morrow, Born Again and charged again with direction. And let it be the same for those which you had created and those which you had not, that all may be the same before you. And in a quiet hour in the cool of the evening of that sunset we may gather new strength, and there may be a momentary stillness in the ears of Him-Who-Has-A-Hundred-Ears-And-A-Finger-For-Each-Pie, that he may recognize once more the true voice of wisdom.

And Those-Who-Hold-Council took it under advisement.

—Murray Gerstenhaber

For the Trustees Executive Board and for Council, Dr. Strauss reported on FY 1978 problems and Dr. John Hobstetter followed with extensions of the problems into the next five years. Basically, Dr. Hobstetter said, the outlook five years from now is consistent with the one for next year (below). The process of solution is one of asking deans and center heads to "react, adjust expense patterns and . . . make internal reallocations." Increasingly, however, they are asked to do so in the light of income projections which sort "durable" resources from those "at risk."

The Five-Per-Cent Start on Solution

by Jon C. Strauss

At the October 29 meeting of the Finance and Operations Committee, I indicated that we were projecting a budget problem of between \$4 million and \$5 million for FY 1978. This projection allowed for inflation, planned organizational changes, and modest salary and tuition increases, but it did not account for corrective actions.

I further pointed out that this projected problem is a consequence of the large growth rate of expense in our inflationary economy and our inability to maintain such a growth rate for our income. We cannot and do not control much of the unrestricted income which supports our academic programs. This uncontrolled income has been growing much more slowly than the increases in the expenses it supports and we cannot in good conscience increase our controlled income from tuition and fees rapidly enough to make up the difference.

Unfortunately, then, this is not just a problem for FY 1978; it promises to remain with us so long as current inflationary trends continue. Given this long-term trend, it is important that we structure solutions that do more than seek short-term relief.

The short-term solution lies in a combination of income increases and expense reductions. We have begun a number of activities to reduce expenses wherever possible. These include specific task forces aimed at improving the efficiency of certain of our administrative offices and introduction of zero-base budgeting for a number of critical areas. For the longer term, we are looking to shift the support of our committed expenses for faculty and staff from uncontrolled income sources to endowment and term support derived from the Program for the Eighties.

Yesterday [December 6] we sent out the so-called "first-round, default" budgets to the deans and directors. "First-round" refers to our practice of going through a complete information-gathering budget process before finalizing subventions and overhead costs for the detailed budgeting of the "second round." "Default" indicates that these budgets are what will happen by default if all current year staff and students continue next year with no changes in income or expense behavior except that dictated by inflation and projected tuition and salary increases.

These default budgets call for reductions of 5 percent in the controllable costs of the administrative service centers; such reductions, if achieved, will reduce the school and center overhead costs by more than one million dollars. Even assuming these overhead reductions, the default budgets project deficits totaling \$3,325,000 partially offset by surpluses totaling \$403,000.

We will be meeting with the deans, directors, and vice-presidents during the next several weeks to determine how we are going to solve these problems. I should have more specific information by the January 13, 1977, Trustees meeting.

DEATHS

Dr. Ralph B. Allen (October 11 at 85), former English professor. He received his doctorate from Penn and taught here from 1924 until 1950, then at Rutgers until his retirement in 1958. An Icelandic and Old English scholar, Dr. Allen translated the Icelandic saga *Gisli*.

Karen L. Campbell (December 1 at 32), a doctoral student at Annenberg.

Dr. Allan G. Chester (November 25 at 76), Felix E. Schelling Professor Emeritus of English Literature. He received all his academic degrees at Penn and taught here until his retirement in 1970. He also served as chairman of the English department from 1962 to 1965. Dr. Chester wrote *George Joye: A Chapter in the History of the English Bible and the English Reformation* and *Hugh Latimer: Apostle to the English* and edited a 1957 publication of Shakespeare's *Henry IV, Part II* and *Selections from the Old and New Testaments of the Bible*. He had been president of the University's chapter of Phi Beta Kappa and had served on the executive committee of the Renaissance Society of America and as an editorial consultant to the Modern Language Association.

Dr. W. Rex Crawford (December 9 at 78), emeritus professor and former chairman of the sociology department. He received all his academic degrees from Penn and taught here from 1922 until his retirement in 1964. He had taught at the University of Chile and served as cultural attache to the U.S. Embassy in Brazil, whose government awarded him the Order of the Southern Cross in 1953. The author of *A Century of Latin American Thought* and *Panorama da Cultura Norte-Americana*, he translated *Brazilian Culture* by Fernando Azevedo, from Portuguese, and *A Mexican Ulysses*, the autobiography of Jose Vasconcelas, from Spanish. Dr. Crawford had been director of the Institute of Humanistic Studies for Executives and of the foreign student program at the University, president of the Philadelphia Council for International Visitors and of the Pan-American Association of Philadelphia, and vice-president of the American Academy of Political and Social Science.

Dr. Wallace E. Davies (December 2 at 61), professor of history. He had taught at the University of Maine and at Yale before coming to Penn in 1949. A specialist in genealogical history, Dr. Davies was the author of *Patriotism on Parade: The Story of Veterans' and Hereditary Organizations in the United States* and was an expert on silent film stars such as Pearl White, Theda Bara, and Mabel Normand. He received several Fulbright lectureships and a Lindback Award while at Penn. He was also vice-president of the Genealogical Society of Pennsylvania.

Dr. Thomas McMillan (October 19 at 84), emeritus professor of clinical medicine. A graduate of the School of Medicine, he taught there from 1920 until his retirement in 1957. He had served as editor of *Circulation*, the scientific journal of the American Heart Association, which also presented him with its Gold Heart Award for distinguished service. He had been president of the Pennsylvania Heart Association and governor for Eastern Pennsylvania of the American College of Physicians, of which he was named a master. Dr. McMillan had been a trustee of Princeton Theological Seminary and of Lincoln University.

Dr. Joseph J. Peters (October 30 at 52), associate clinical professor of psychiatry and associate professor of sociology. A graduate of the medical school, he served as director of the Center for Rape Concern at PGH, a senior attending staff member of the Institute of the Pennsylvania Hospital, dean of the Delaware Valley Group Psychotherapy Training Institute, and a director of the Center for Studies in Sexual Deviance. Dr. Peters received the Hospital Physicians Award for his article, *The Lonely Plight of Victims of Rape*, and the Earl D. Bond Award for group psychotherapy from the Mental Health Association of Southeastern Pennsylvania. Memorial donations may be made to a fund in his name at the Center for Rape Concern at PGH.

Speaking Out

A \$14,000 THANK-YOU

We would like to thank everybody everywhere on campus for conserving energy over the Thanksgiving holidays. The \$14,000 energy reduction is the largest saving ever recorded for that period.

In addition to the building administrators and Physical Plant personnel, the new P.E.P. (Penn Energy People) teams helped enormously by taking measures that were specific to the needs and operating characteristics of each building.

But in the final analysis it was the individual building occupants who made the difference, and we thank you one and all for your dedicated assault on that \$10 million energy budget we are working to reduce.

—Francine McQuade & Horace Bomar
Energy Office, Operational Services

SHRUNKEN FACULTY

I am heartened by the evidence of long-range planning that made it possible for John Hobstetter to write "Academic Planning for the Next Five Years" (*Almanac* November 23) and by the evidence of even earlier foresightedness in the 1973 Zemsky-Davis Report (*Almanac* April 10, 1973).

It would be even more heartening, however, if at the same time I could see evidence of dedicated planning for affirmative action on the part of the central administration. Public statements by high administration officials during this fall's meetings of the Provost's Task Force on Black Presence indicated a total lack of commitment to Black Presence at this University. The situation for women is no better. *The Daily Pennsylvanian* reported this fall that the already large gap between male and female faculty salaries is actually increasing. Despite promises from the administration, I, as affirmative action officer for FAS, have not been allowed to see the figures, so I have to rely upon *The Daily Pennsylvanian*.

Many women suspect that there has been no improvement in the numbers of faculty and upper administration women here; some suspect that there has been a decline. We need solid data in order to ascertain whether these suspicions are justified.

For all its projections and all its planning, it is clear that even though Penn knew in 1973 that faculty hiring would be restricted—and knew even earlier that the closing of the College for Women would strand women's liberal arts education—no effective countermeasures were devised and implemented to provide for the academic needs of women in the arts and sciences or for affirmative action in faculty recruitment. With the projected phase-out of SAMP, another

resource for women students, *over half* of the department chairwomen in the University (three in SAMP out of a total of five University-wide) will be lost.

There is no evidence that the University has applied, or in the foreseeable future will apply, sophisticated planning techniques to fulfill the goals of a reasonable Affirmative Action Program.

As Drs. Hobstetter and Zemsky calculate the numbers we shall have in the future, is either of them—or anyone else in a position of authority—concerned about the composition of this shrunken faculty they project?

—Madeleine M. Joullie
Professor of Chemistry

MORE ON TAX THREAT

Three more letters on an issue raised in last's week's *Speaking Out*:

CHECKLIST

With regard to the IRS threat to tax our tuition benefit, perhaps it would be useful for us to have a checklist of things for people to do who wish to respond to the threat. The following is a draft of such a list:

1. Write to: Commissioner of Internal Revenue, Attention: CC:LR:T, Washington, D.C. 20224.
2. Write to your Congressman and Senator attaching copies of your letter to IRS.
3. Develop an argument in your letter, instead of simply indicating that you are opposed.
4. Write individual letters instead of or in addition to simply signing a group letter or petition.
5. In your argument you may want to emphasize some of the following points: the proposed IRS regulation is undesirable because
 - a. it undermines long established financial plans made by faculty and staff in good faith;
 - b. it would pass along additional burdens to already unsteady colleges and universities through increased contributions to social security and private pension plans;
 - c. it would create inflation in the cost of tuition;
 - d. it could afford a precedent for taxing graduate and other scholarships;
 - e. it would undermine the quality of university faculty;
 - f. it singles out the academic community for punitive treatment arbitrarily;
 - g. it proposes a change too far-reaching to be accomplished through bureau regulation: the issue deserves Congressional study.

These are, of course, only a few of the arguments which can and should be urged. The IRS hearing, scheduled for January 7, will be attended by University of Pennsylvania representatives. The local chapter of the American Association of University Professors is actively involved, my own office is coordinating with the Provost and Dean Gregorian, and Gerald L. Robinson, executive director of personnel relations, is preparing the overall institutional response.

—Robert F. Lucid
Chairman, Faculty Senate

STITCH IN TIME

Regarding the Internal Revenue Service's proposed tax on tuition benefits for children and spouses of faculty and staff, I am afraid that the natural tendency for many of us, to whom *this* measure would not apply, is to take the attitude that we needn't bother to write in protest.

I feel strongly that this measure, if adopted, will be only a first step toward taxes on *all* our heretofore untaxed "employee benefits." For that reason, it is the responsibility of every one of us who is opposed to the principle of "income tax" on any "employee benefits" to write at *this* time, about *this* issue.

A brief note, simply stating that one is opposed to this proposed regulation, would be sufficient.

Please do it today—the deadline is December 28!

—Virginia Hill Upright
Bequests & Deferred Gifts

SCHOLARSHIP VS. BENEFIT

In order to voice our concern regarding the proposed Internal Revenue Service's intent to tax faculty and staff members for tuition given their children and spouses, we urge everyone to write to the Commissioner of Internal Revenue (Attention: CC:LR:T, Washington, D.C. 20224) and to the appropriate Senators (Richard Schweiker and John Heinz, Pennsylvania; Harrison Williams and Clifford Case, New Jersey, Senate Office Building, Washington, D.C. 20510).

Our basic contention is essentially that this is a "scholarship" that benefits the child rather than the parent and does not reflect the traditional interpretation of the Congress.

Letters should be brief and need not be formal.

—Joseph F. Kane, Spokesman
A-3 Assembly
—Alfred F. Beers, Chairman
Administrative Assembly
—Valerie A. Pena, Chairman
Librarians' Assembly

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.

From the Acting Dean

It is clear that at the core of the President and Provost's recommendation to pursue "the Jefferson option" lies a fundamental rejection of campus opinion wherever that opinion does not agree with Dr. Thomas Langfitt's original proposal "that the three programs in SAMP be phased out over a four-year period."

In a new document dated November 23 and read to the Faculty Senate on November 29, Dr. Langfitt altered the language but not the intended effect of his earlier proposal.

He argued at such torturous length that we have necessarily replied at equal length in a document we asked Almanac to publish in full. In view of the editor's advice that the full exchange would take more than eight pages to publish, and that this reaches the excessive cost level described in the Almanac guidelines—not to mention the saturation level of the mind—I wish to offer an excerpt from our long reply, and to advise the campus that the full document is available on request to SAMP at Ext. 5806.

—Eugene Michels

On "The Proposal"

In his letter of April 29, 1976, to the Provost, the Vice-President for Health Affairs recommended that "the three programs in SAMP be phased out over a four-year period" and that the acquisition of two of the programs by Thomas Jefferson University "be explored as an appropriate direction for the programs" (emphasis added). His document of July 1, 1976, stated unambiguously that the recommendation was to phase out the school.

Vice-President Langfitt's latest statement of November 23, 1976, presented an obvious misstatement of what the original recommendation had been: "... I wrote a letter to Provost Eliot Stellar in April 1976 recommending that the School be phased out of the University of Pennsylvania. I indicated a preference for transferring the programs to Thomas Jefferson University rather than eliminating them" (emphasis added). Later in the same document, Vice-President Langfitt stated, "... I recommend again that the School be phased out of the University of Pennsylvania and every effort be made to transfer the programs to Thomas Jefferson University or develop a joint educational program between our two institutions. If this effort fails, we should seek similar arrangements with another university" (again emphasis added).

The reason why the Vice-President for Health Affairs withdrew at so late a date from an absolute phasing out of the School is not discernible from a reading of his latest statement. ... What force would compel the Vice-President for Health Affairs to alter his original recommendation as he did? More importantly, what force would compel the President and Provost to ask Vice-President Langfitt, as he alleged, to re-examine his recommendation?

The answer very likely lies in the factor given recognition by the 1975-76 Steering Committee: "At the present stage of health care needs in the Commonwealth and in the nation, rejecting SAMP entirely would negate its principal service function and therefore be irresponsible as well as politically unpopular" (Report, page 25 *Almanac Supplement* September 21). The members of the 1975-76 Steering Committee, the University's top administrators, the faculty of the School of Allied Medical Professions, and the School's alumnae, alumni, and colleagues in the field know that certain Pennsylvania legislators are seriously concerned that the School's programs not be lost as a resource to the Commonwealth. The latest statement by the Vice-President for Health Affairs is clearly an attempt to placate that concern and at the same time

accomplish the persistent intention of central administration to somehow discontinue the School.

I suppose the Vice-President for Health Affairs has the right to alter, if he wished, his original recommendation (although one might wonder how an alteration of an original recommendation is to be inserted into the reallocation review procedure four months after the reallocation review board completed its review of the original recommendation). What is disturbing is the not too cleverly concealed attempt by the Vice-President for Health Affairs to make the reader believe that the altered recommendation is what he had put forward in the first place.

On "Principal Reasons for Keeping. . ."

In his November 23 statement the Vice-President for Health Affairs set forth what he identified as "the principal reasons that have been given for keeping SAMP." He failed to state if by "principal reasons" he meant those which were the most compelling or those which were given more often than others. [Our own search of the review materials and responses to which we as well as Dr. Langfitt had access is the source of the appended document (next page) showing twenty such reasons. Statements 1, 2, and 7 are synthesized from comments made in many letters.]

Restated briefly, the "principal reasons" identified by Vice-President Langfitt . . . are: (1) the School trains people who provide needed health services; (2) the quality of SAMP programs is good compared to others of the same kind; and (3) the SAMP professions provide job opportunities and alternatives to medicine.

[1.] *Need for educational positions.* Vice-President Langfitt gave no evidence that the educational positions currently available in the SAMP disciplines are excessive, much less adequate, for current and future needs. His statement of the percentage increase in occupational therapy positions is probably incorrect (the 1970 figure in his Staff Report on SAMP appears to be inaccurate). He neglected to mention the decrease in medical technology positions over the same period because of a shift from hospital-based programs to university programs. He misconstrued the principal point of my 1972 article which was that, "in a university setting, physical therapy should be an academic discipline in its own right" (*Physical Therapy*, 52, 1972, page 1294). Vice-President Langfitt overlooked the recent pronouncement of the Carnegie Council on Policy Studies in Higher Education that the physician shortage has ended. He overlooked, as well, the impending surplus of nursing personnel and the proposition that health-care expenditures might be reduced effectively by reducing the stock of physicians. His opinion of the number of educational positions in the SAMP disciplines has changed, with no confirming evidence, from their being a "valued resource" to "adequate," and finally to being "excessive" (concurrent, in the last instance, with proposing contrarily that every effort be made to transfer the SAMP programs elsewhere rather than to terminate them). Also, Vice-President Langfitt appears to have confused the relative magnitudes of the fields under his purview: In 1973, the nation had 395 registered nurses and about one half that number of physicians per 100,000 population; using available data to construct similar ratios for two of the SAMP fields, one finds that in the same year the nation had 12 physical therapists and 7 occupational therapists per 100,000 population. The private opinion of the Vice-President for Health Affairs flies in the face of known demands and the expert opinions of persons who know more broadly than he the entire area of health care.

[2.] *Quality of the SAMP Programs.* Aside from failing to address the question of external comparison which he [earlier] had posed as a "principal" reason given for keeping SAMP, Vice-President Langfitt ignored completely my September 14, 1976, analysis of the School's leadership potential for developing a graduate program with a strong research component. Ignoring documentation submitted by SAMP appears to be a habit—overlooked completely by Vice-President Langfitt in his remarks on what it would cost to develop a graduate program in the School

is the five-year budget projection we presented on November 8, 1976 (he mentioned it only in the fourth paragraph of his "Conclusion," and then only to dismiss it as too austere). Totally inexcusable on his part is his statement that "physical and occupational therapy are part of rehabilitation medicine, and medical technology is part of clinical laboratory medicine." If the University's Vice-President for Health Affairs knows so little about the various fields under his purview, he is not qualified to hold his post. If he knows better than to have made that remark, then the

Appendix

REASONS FOR KEEPING SAMP

1. Woman power and manpower are needed to provide critically needed health services in both conventional areas of practice and in new or expanding areas of practice.
2. Preference and demand have been expressed for high-quality SAMP graduates.
3. Physicians concerned with the broader aspects of health care all felt that not only were the SAMP fields important today but they would become even more important in the future.
4. From the standpoint of service, SAMP is part of the University's attempt to meet a need in health care that is real and that will almost certainly grow in the future.
5. With the changes anticipated in health care, if the University had no SAMP it would have to create one in the future.
6. SAMP is currently among the leading allied health schools in the country.
7. Being a student in SAMP is an opportunity to attend both the best school of its kind and an outstanding university.
8. The SAMP programs have lent both prestige and recognition to the total health professions educational program at the University.
9. The School has a proven ability to prepare very successfully its students for either immediate entrance into their fields, for research in their fields, or for work on the graduate level.
10. SAMP graduates are worldwide leaders in their fields.
11. The educational program at SAMP is of very high quality. The total learning experience of SAMP students is at least equivalent, if not superior, to that of students in other schools.
12. The School, through its unique perspective of the natural sciences and the alternative health profession options it provides, is an important element in the overall diversity which has helped to make the University of Pennsylvania a unique educational institution.
13. The School's undergraduate programs contribute significantly to the fulfillment of the overall mission of undergraduate education at the University.
14. Discontinuance of SAMP will reduce the number of options (in courses, majors, and dual degree opportunities) for future undergraduate students at the University, at a time when increasing numbers of young people are seeking professional education and university enrollments nationwide are expected to decline.
15. The SAMP undergraduate program brings a great deal to the educational life on campus in terms of variety of student perspective and focus, professional opportunities for women, and very well-motivated students of quite satisfactory quality.
16. SAMP is valued because it is part of the widening of options for all students, and especially for women.
17. The demise of SAMP would close options available to women students seeking both a professional and humanistic liberal arts education at the University of Pennsylvania.
18. An opportunity for effective multidisciplinary health professions education at the University will be lost if SAMP is relocated elsewhere.
19. The School of Allied Medical Professions, the Department of Physical Medicine and Rehabilitation of the School of Medicine, and other entities on campus can be called upon to develop an excellent research endeavor in rehabilitation of the disabled.
20. Each of the three SAMP disciplines has delineated areas of research and scholarship relevant to its practice and necessary to its future, with the greatest amount of research currently being carried out in the sciences related to medical technology.

then the remark is blatantly prejudicial and should not be made by a responsible University officer.

[3.] *Alternative Options.* Vice-President Langfitt's remarks in this section miss altogether the issue of options and diversity at the undergraduate level.

On Missions

... The Vice-President for Health Affairs glossed over the facts that (1) some members of the Subcommittee on Health Education of the Trustees' Health Affairs Committee were dissatisfied with the absence of a statement of mission or principle for the Health Affairs area under which to make a determination on SAMP; (2) he (the Vice-President) agreed in August, 1976, to report on the mission of the Health Affairs area but one month later reported that none existed (at that time he stated that a mission would require broad faculty support and he suggested that the Trustees might wish to request that a statement of mission be developed); and (3) the Subcommittee on Health Education approved and submitted to the Trustees' Health Affairs Committee in September, 1976, a recommendation that a statement of mission is (as Vice-President Langfitt stated in his November 23 document) "a summary of the achievements of the institution;" then SAMP is by virtue of its reputation and accomplishments very much a part of the mission of both the Health Affairs area and the University of Pennsylvania.

I can think of no all-encompassing statement to make in summary other than to note that I have reviewed in the last several years countless numbers of term papers and manuscripts submitted for publication. I would classify the latest statement by the Vice-President for Health Affairs as among the bottom 25 percent of all these papers because of inadequate development and documentation. The quality of his writing concerns me not. What does concern me is that so poorly prepared a paper at the end of a 15-month review of our School must be attributed more to bias than to incompetence.

Dr. Thomas Langfitt responds with a request for insertion of the final section of his November 23 document, and the note that his full text is available on request to his office, Ext. 4811.

—K.C.G.

From the Vice-President

The time has come to reduce our commitments, because resources are very tight and probably will remain so for a long time. Reductions could be applied across the University and shared proportionately by all of the schools and programs without judgment of their academic merit, their centrality within the functions and mission of the University, or opportunities for the future. In my opinion this would be irresponsible leadership and an abrogation of our mission. Instead, we should practice selective excellence within the meaning of that phrase for the University of Pennsylvania, and this was a guiding principle in my original recommendation to phase out the School of Allied Medical Professions.

CONCLUSION

The review of the School of Allied Medical Professions that began over a year ago was initiated by the department chairmen within the School in letters to President Meyerson and myself. In the letter to me they stated "...the University community as a whole, and the Office of 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

MAJOR MEDICAL FOR HANDICAPPED

We are pleased to announce a change in the University's major medical group insurance plan. Effective December 1, 1976, major medical coverage is extended to subscribers' unmarried, dependent children 19 years of age or older who are incapable of self-support by reason of physical or mental handicap. Until now, major medical coverage for handicapped dependent children applied only to those under age 19.

To be eligible for this new coverage, the handicapped dependent child must be currently enrolled in a subscriber's basic hospitalization (Blue Cross) and medical-surgical (Blue Shield) coverage and the handicap must have existed prior to the 19th birthday. Special forms for enrolling eligible dependent children in this extended coverage may be obtained by contacting the Personnel Benefits Office, Ext. 7281.

—J.J. Keller, associate director of personnel relations

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." In effect, they asked that the School be recognized by the University as an important part of it and this be done by accepting the programs of the School within the mission of the University and making additional commitments of resources to them.

If the University were able to acquire additional resources they would be used to improve the present baccalaureate programs, develop a master's program, and establish a research base within the School. Not only would additional money be needed, new faculty would be required, because the Reallocation Review Board believes, and I concur, that the present SAMP faculty is not capable of developing master's and research programs that would be acceptable to the University.

It appears that now and for the foreseeable future the University will have few additional resources to commit to the academic responsibility centers including the health schools. The competition for those limited resources will be keen. Speaking for the health area, I believe that there are many urgent, high-priority programs in medicine, dental medicine, veterinary medicine, and nursing that should be supported ahead of the needs defined by SAMP.

The SAMP faculty appears to understand that the University probably cannot give it additional resources. The five-year budget that they have submitted is austere, so austere that in my opinion it would be impossible for them to develop master's and research programs within the proposed budget that would meet University standards.

Thus, the SAMP faculty has opted to remain at the University of Pennsylvania even though in my opinion the University cannot make the commitments to the School that the department chairmen felt were imperative at the beginning of the review process. I believe the choice has come down to keeping the School essentially as it is or phasing it out, and I conclude as I did in April, that it would be a disservice to SAMP and to the University to keep the School without the commitments that all agree are essential if it is to thrive. Thomas Jefferson University continues to express interest in the School. The administration of Thomas Jefferson has stated clearly that programs such as physical therapy, occupational therapy, and medical technology are very much within the present and long-range missions of their institution. Therefore, I recommend again that the School be phased out of the University of Pennsylvania and every effort be made to transfer the programs to Thomas Jefferson University or develop a joint educational program between our two institutions. If this effort fails, we should seek similar arrangements with another university.

OPENINGS

The following listings are taken from the Personnel Office's bulletin of December 8. 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 RESOURCE MANAGEMENT (9-14-76).

FACILITIES PLANNER (9-28-76).

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).

LIBRARY DEPARTMENT HEAD I is responsible for the policy and administration of a department library and its branch. Supervision of two full-time employees and functions; selecting books and journals; coordinating activities of library with other libraries in the University and in the geographic area; working with faculty of the school and with library administration in determining user needs and establishing policies. *Qualifications:* Master's degree in library science, biomedical subject background with second master's degree preferred. Successful professional experience in medical/science library. Some administrative experience desirable. \$11,300-\$15,250.

LIBRARY DEPARTMENT HEAD II is responsible for policy and administration of the acquisitions department, which handles book acquisition functions for the main library and most of the departmental libraries. Supervision of nine full-time employees plus student assistants; establishing procedures for ordering, receipt, and distribution of books; selecting book dealers and evaluating their performance; responsibility for invoice payment and the assignment of funds; relations with book dealers and book trade representatives generally; some book selection. *Qualifications:* Master's degree in library science, social science/humanities subject background. Competence in two European languages, preferably a Romance language and German. Familiarity with computer applications in technical processing areas. Successful administrative experience either in acquisitions area of major academic library or in company or organization handling book trade with academic libraries. \$13,000-\$17,550.

MEDICAL CO-ORDINATOR (12-7-76).

PROJECT MANAGER (11-23-76).

PROJECT MANAGER handles aspects of a continuing education program. Also develops new programs. *Qualifications:* Graduation from a recognized college or university. A graduate degree with coursework in

(continued)

FEWER WORK/STUDY HOURS

The average award levels for all students in the current academic year's work-study program have been reduced. In a memorandum from the Student Employment Office, Director Randolph B. Winton explains that the reductions are because less federal funding was granted than had been budgeted.

The reduction means that students can work fewer *hours*, since the rate of hourly pay remains the same.

All students affected by this reduction have been informed, and the Student Employment Service recommends to work-study supervisors that they review their student employees' work schedules.

If a student has already earned more than the reduced grant amount, Student Payroll Services will pay the difference. As before, any student's wages already in excess of the *original* grant must be paid by the supervisors, and as of December 12, the same conditions apply with regard to the *reduced* award amount.

Work-study students are not authorized to earn any wages during the Christmas break (December 27-January 16). Students and supervisors have been sent forms to acknowledge their understanding of the award reductions and holiday restrictions. These forms should be completed and returned by December 23 to the Student Employment Office, 230 Logan Hall/CN.

MILEAGE RATE

This bulletin updates paragraph 3 of Comptroller's Bulletin No. 40 (Rev. #7) and C-1 Travel Form (Rev. 6/76). Please include this new rate in the Accounting Manual distributed in November, 1976.

If travel is by private automobile, reimbursement will be made at the rate of *15 cents a mile*. Reimbursement on the C-1 Travel Form for auto mileage should read *15 cents a mile* instead of the present 12 cents.

—J. Jerrold Jackson, Comptroller

health services. At least two years of experience in project management, preferably in health services and/or an academic setting \$14,125-\$19,425.

REGISTERED NURSE (12-7-76).

RESEARCH SPECIALIST I (11-23-76).

SENIOR RESEARCH COORDINATOR supervises research technicians, media preparation, growing and cloning of cells, extraction of metaphase chromosomes, transfer of chromosomes, microplasma testing, and freezing of cells. Must be familiar with antisera production from animals, developing cell lines from animal explants, and deriving mutant cell lines. Responsible for teaching required techniques to new technicians. Supervises students in media preparation and glassware cleaning. Responsible for ordering of supplies for cell center operation and related projects. Develops new techniques for working with cells in conjunction with the study of diabetes. Works closely with the existing business administrator in the administration of the cell center budget. *Qualifications:* Ten to fifteen years' experience with cell and tissue culture methods is considered more important than an advanced degree. Must have at least five years of supervisory experience in a laboratory setting. \$13,000-\$17,550.

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

SUPPORT STAFF

ADMINISTRATIVE ASSISTANT I (11-9-76).

ADMINISTRATIVE ASSISTANT I (11-2-76).

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

LICENSED PRACTICAL NURSE (11-16-76).

MEDICAL SECRETARY (9-14-76).

PERSONNEL OFFICE COORDINATOR (12-7-76).

PROGRAMMER II (11-16-76).

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

RESEARCH LABORATORY TECHNICIAN III (4) (11-9-76).

SECRETARY I (12-7-76).

SECRETARY II (2) (11-16-76).

SECRETARY III (11-9-76).

SECRETARY III (10-12-76).

SECRETARY III (New Bolton Center) coordinates scheduling patients for surgery; interviews clients regarding billing, types varied material via handwritten notes. May supervise the work of other personnel and perform related duties as assigned. *Qualifications:* Ability to deal with people and to type with speed and accuracy. Excellent clerical aptitude. Graduation from high school. At least four years' secretarial experience, preferably at a college or university. \$6,500-\$8,125.

SECRETARY IV to assistant dean; types confidential letters via dictaphone. Screens appointments and callers. Organizes filing system. Secretarial duties as assigned. *Qualifications:* Excellent typing and organizational skills, ability to communicate effectively with students and faculty. Related experience desirable. \$6,950-\$8,675.

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

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

THINGS TO DO

THEATER

Through this Sunday Sean O'Casey's *The Plough and the Stars* continues at the Annenberg Center. For tickets and reservations, call the Annenberg Center box office, Ext. 6791.

FILM

Shorts for the short: Kids can see *The Fur Coat Club*, *Granny Lives in Galway*, *People Soup*, and *The Golden Fish* in Harrison Auditorium of the University Museum Saturday at 10:30 a.m.

The PUC Saturday night offering is *The Graduate* at 7:30 and 10:30 p.m.; Room B-1, Fine Arts; \$1.

Bertucelli's *Ramparts of Clay* plays at the University Museum December 19 at 2:30 p.m. in Harrison Auditorium.

LECTURES

The last computer science colloquium of the fall is on December 15. Mr. Schendasakoori of Burroughs speaks on *systems security* in alumni hall of the Towne Building at 3 p.m.

After four years of research using 1200 hours of computer time, Dr. Kenneth Appel of the University of Illinois is ready to spend a couple of hours telling Penn people the *Proof of the Four-Color Theorem* December 16. Math department sponsors the lecture; 4:15 p.m., Room A-1, DRL.

MIXED BAG

Saturday night at the Palestra: Penn plays Villanova in a *basketball* doubleheader. The Penn game is at 9:15 p.m., following St. Joseph's game against Boston College at 7:15 p.m. Call Ext. 4852 for group ticket sales, EV 6-0961 for individual tickets.

Give yourself as guide: the Morris Arboretum is beginning a training course for *volunteer guides* on February 3. The course takes place on Thursday mornings through April 7, from 9:30 a.m. to noon. No previous training necessary. For information, call CH 7-5777.

For those who thought they may have missed it, the violin-making exhibit is still at the Van Pelt Library. About 40 stringed instruments are on display, along with scores, instruction books, and other *violinana*. See it in the Klein Corridor on the first floor of the library.

ALMANAC: 515 Franklin Building (16) Ext. 5274

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