

Almanac

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TRUSTEES

In addition to the matters reported January 18, the Trustees took a number of formal actions at the January 14 Stated Meeting:

TRIBUTE: DOROTHY MERENESS

WHEREAS, Dorothy A. Mereness retires from the post of Dean of the School of Nursing in January, 1977; and
WHEREAS, she has earned the respect of her students, faculty, and professional colleagues everywhere as a leader in the field of nursing education;
THEREFORE BE IT RESOLVED, That the Trustees extend their warmest thanks to Dean Mereness for her many years of loyal service as dean; and
BE IT FURTHER RESOLVED, That Dorothy A. Mereness be designated Dean Emeritus effective January 17, 1977.

MEMORIAL: LOUISE PAGE

WHEREAS, Louise L. Page served devotedly as Chairman of the Board of Overseers of the School of Social Work of the University of Pennsylvania from 1971 to 1976; and
WHEREAS, Her service in this role coincided with the reorganization of this advisory body to reflect broadening relationships between the School and the community it serves; and
WHEREAS, The Trustees are deeply grieved by the tragic death of this dedicated community leader on December 2, 1976; therefor be it
RESOLVED, That the Trustees record this official minute in memory of Louise Page and that the Secretary Emeritus be asked to convey to her family their deep appreciation for her service to our University.

VET MED OVERSEERS

Appointed to the Board of Overseers of the School of Veterinary Medicine were Dean J.M. Beattie of the College of Agriculture at Penn State; Mrs. Allen R. Howard, Jr., of Rosemont; Walter Mannheimer, president of Miranol Chemical Co., Inc., at Irvington, N.J.; Mrs. A.C. Randolph of Upperville, Va.; Kent D. Shellhamer, Secretary of Agriculture Designate of the Commonwealth of Pennsylvania; and Mrs. W. Potter Wear of Cecilton, Maryland.

ASSISTANT TREASURER: GLORIA OLMSTEAD

The Trustees voted unanimously to elect Mrs. Gloria K. Olmstead, formerly director of the Federally Insured Loans Program, as assistant treasurer of the University.

HUP ASSISTANT COMPTROLLER: ARTHUR PIPER

The Trustees also voted unanimously to elect Arthur H. Piper, director of financial management at the Hospital of the University of Pennsylvania, to the new post of assistant comptroller of the University.



How to gear up for admissions recruitment . . . page 6.

Mudd Chair: Karl Rickels

The Stuart H. and Emily Mudd Professorship in Human Behavior and Reproduction, one of the major gifts to the Program for the Eighties, has been filled with the election of Dr. Karl Rickels to the chair on January 14.

Dr. Rickels has been professor of psychiatry and pharmacology at the School of Medicine and chief of psychiatry for the Philadelphia General Hospital. He has also chaired the FDA Advisory Review Panel on Over the Counter Sedative, Tranquilizer, Sleep-Aid and Stimulant Drug Products and has published more than 280 papers in his field.

Dr. Rickels took his M.D. at the University of Munster and trained in Dortmund, Erlangen and Frankfurt as well as the City Hospital of Kassel before moving to the United States to take a residency at a Cherokee, Iowa, mental health institute.

He joined Penn as an instructor in 1957 and became full professor in 1969. He is a member and officer in numerous professional societies, including fellowship in the American Psychiatric Association and other organizations, and editorship or editorial advisory positions on several key journals in his field.

GSFA SEARCH COMMITTEE

The consultative committee to advise on a successor to Dean Peter Shephard at the Graduate School of Fine Arts will be headed by David Wallace of Wallace, McHarg, Roberts and Todd and a former professor of city planning here.

Provost Eliot Stellar has also named to the committee Dr. Russell Ackoff, Silberberg Professor of Social Systems Science; Norman D. Day, associate professor of urban design; Dr. Robert Giegengack, associate professor of geology; Narendra Juneja, associate professor of landscape architecture and regional planning; Maurice Lowe, associate professor of fine arts; Dr. Patricia McFate, vice-provost and professor of technology and society, CEAS; George Quall, professor of architecture; Dr. Leo Steinberg, Benjamin Franklin Professor of History and Art; Ann

Louise Strong, professor of city and regional planning; and students James Fuller, John Stainback and Earl Wilkie.

HEALTH ED PROJECT TEAMS

For the cross-disciplinary Health Education Project Dr. Burton Rosner is coordinating for FAS and the professional schools (*Almanac* December 7, 1976), the following work teams have been named:

1. Physical Science

Chairman: Dr. Barry Cooperman, Chemistry
Members: Dr. C.-T. Yang, Mathematics
Dr. Paul Soven, Physics
Dr. Roland Kallen, Biochemistry (Med)
Dr. Irving Shapiro, Biochemistry (Dental)
Dr. Narayan Avadhani, Biochemistry (Vet)

2. Cellular and Molecular Biology

Chairman: Dr. Lee Peachey, Biology
Members: Dr. Winifred Koelle, Pharmacology (Med)
Dr. Howard Myers, Oral Health Research Center
Dr. Lewis Pizer, Microbiology (Med)
Dr. Wesley Wilcox, Pathobiology (Vet)
Dr. Peter Nowell, Pathology (Med)
Dr. Paul Moorhead, Human Genetics
Dr. Lionel Manson, Immunology

3. Organs and Systems Biology

Chairwoman: Dr. Stella Botelho, Physiology (Med)
Members: Dr. John Gillespie, Biology

Dr. Paul Liebman, Anatomy (Med)
Dr. Adrian Morrison, Anatomy (Vet)
Dr. Francis Johnston, Anthropology
Dr. Jerre Levy, Psychology
Dr. David Gasser, Human Genetics (Med)
Dr. Paul Stolley, Epidemiology (Med)
Dr. David Hildebrand, Statistics
Dr. Joel Rosenbloom, Histology (Dent)

4. Social Aspects of Health Care

Chairman: Dr. Charles Jerge, Health Care Systems (Dent)
Members: Dr. Charles Bosk, Sociology
Dr. Ward Goodenough, Anthropology
Dr. Jonathan Baron, Psychology
Dr. Russel Maulitz, History and Sociology of Science
Dr. Robert Inman, Finance
Dr. Jack Nagel, Political Science
Mr. Edward Sparrer, Law (Consultant)

5. Bioethics

Chairman: Dr. Richard Warner, Philosophy
Members: Dr. Patricia McFate, V-Provost for University Life
Mr. Alex Capron, Law (Consultant)
Dr. Sylvan Eisman, Medicine

6. Admissions and Counseling

Chairwoman: Dr. Wealtha McGurn, Pre-Health Advising
Members: Dr. George Ruff, Medical School
Dr. Robert Emling, Dental School
Dr. Joseph Skelley, Veterinary School
Dr. Betty Daskin, Academic Advising

A Proposal for Restructuring The Faculty and Staff Scholarships Program

During the past year, the Personnel Benefits Committee has been studying the faculty-staff scholarships program. Our analysis of this program has been motivated by three major factors:

(1) The program is quite costly (amounting to approximately one-fourth of the total benefits budget) and its costs have been increasing at a rate of about 25 percent per year.

(2) The committee does not consider the program to be among the more equitable of our benefits programs, being allocated selectively on the basis of family status rather than merit. Nevertheless, it is an important program in view of its role in enabling the University to attract and retain qualified personnel. The goal of this proposal is to permit the University to remain competitive with other schools in our peer group with respect to this benefit, while structuring the program in such a way that costs can be controlled more effectively.

(3) It has been argued that the program unfairly discriminates against staff (A-3s).

As a result of our investigation, the Committee recommends that the following changes be made in the faculty-staff scholarships program:

1. Administrators, faculty, and staff should be entitled to send each child to the University for a maximum of eight semesters on a tuition-free basis. The eight semesters should apply in any school of the University, including graduate and professional schools. This benefit should not be available to anyone until he or she has completed five years of employment at the University. Current administrators and faculty would continue under the present program. Current staff (A-3) would become eligible for this benefit after three years of service.

This proposal departs in a number of respects from the present system. First, faculty and administrators are currently eligible for benefits immediately, while a three-year waiting period is in effect for staff (A-3s). There is currently no maximum on the number of semesters for administrators and faculty, while A-3 children can receive benefits only for undergraduate school tuition. The proposal would create parity

between faculty, administrators, and staff with regard both to waiting periods and to the maximum number of semesters and the schools of the University to which benefits apply. The five-year waiting period is designed to reduce costs. The waiting period is equal to that at Brown and less than those at Yale and Cornell.

2. The direct grant scholarship program should be revised to incorporate a five-year waiting period. Other aspects of this program should remain unchanged. The change would apply only to newly-hired employees.

3. All benefits for partially affiliated faculty and staff should be eliminated. Again, this provision would apply only to newly-hired employees.

It is our understanding that this program is currently utilized by some departments to support graduate students who are teaching and/or research assistants. These programs are certainly legitimate, but they should not be funded out of the personnel benefits budget but provided for directly in the budgets of the departments involved. This item currently represents more than \$2 million per year and accounts for about 52 percent of the total faculty and staff scholarship expenditures. In addition, it has been increasing at a rate of roughly 25 percent per year during the past three years. It is our judgment that costs of this magnitude could be better monitored and controlled if they were allocated directly to departmental budgets rather than being added to the personnel benefit costs.

4. Spouses of administrators, faculty, and support staff should become eligible for one-half tuition after a five-year waiting period. Current administrators and faculty would retain the present one-half tuition benefit with no waiting period. Current support staff (A-3) must complete the five years of service in order to be eligible for the one-half tuition benefit.

5. All aspects of the program not mentioned in the preceding four points should remain unchanged.

—J. David Cummins, Chairman
Personnel Benefits Committee

Speaking Out

UNFINISHED BUSINESS

With its first case of "major reallocation of resources" now decided, the University should study the process and the underlying principle. The revised guidelines for reallocation review should be brought out of their unpublished state and examined carefully by each faculty as if that faculty were under review. The documentation of the SAMP case and the observations of all participants in that review can make study of the guidelines more than an imaginary exercise. The principle behind reallocation requires study of a different kind.

President Meyerson first mentioned selective strengthening in his March 1971 proposals to the University community. In his January 1972 report to the Trustees, he emphasized the need for a "real determination to reallocate existing resources in terms of articulated priorities," and he proposed major priorities to which reallocations should be made. The proposals did not meet with apathy (see *Almanac* 2/15/72 and 2/29/72). Clearly, achieving selective excellence at least partially by strengthening selectively some programs at the expense of others was (and presumably still is) the principle underlying reallocation.

Despite the emphasis on selective excellence in the Development Commission's January 1973 report, major priorities have not been named by the administration since January 1972. If major sacrifices are to be made, surely they must be made for something more explicit than all remaining programs if the word "selective" is to have a positive as well as a negative meaning.

In response to my question before the Trustees on January 13, 1977, the President said that he and the Provost were still in essential agreement on the priorities named by him in January 1972. The University community should look again at those priorities.

In their 1973 deliberations on selective excellence, the University Council and Faculty Senate were to consider the Academic Planning Committee report on criteria for measuring excellence. Now that the Committee has published its recommendations on Priorities for Evaluation of Departments, Centers and Other Academic Units (*Almanac* 11/16/76), the Council and Senate should be prodded by their respective constituencies to return to, and to complete, their unfinished business: reallocation, priorities, and selective excellence.

—Eugene Michels, Acting Dean
School of Allied Medical Professions

Ed. Note: See also the SAMP presentation to the Trustees, pages 4-5.

IRS AND THE TAX THREAT: WITHDRAWN

Dr. Robert F. Lucid, chairman of the Faculty Senate, notes with pleasure that the Internal Revenue Service has withdrawn its proposal to tax as income the tuition remission benefit of college and university personnel.

He joins with Alfred Beers of the Administrative Assembly, Valerie A. Pena of the Librarians Assembly, and Joseph F. Kane and Virginia Hill Upright of the A-3 Assembly in thanking those who, by expressing their concern to the IRS in letters and telegrams, helped to indicate the attitudes of University faculty and staff toward the proposed taxation (*Almanac* December 14, 1976).

DIRECTORY OF DIRECTORIES

Last week a *Speaking Out* reader asked us to let the campus know when guides like the Student Directory come out. Here are some reference guides that have come in the mail lately:

Who's Who and Where to Find Them, published by the Nominations and Elections Committee, is an undergraduate team's attempt to codify the University bureaucracy. Its strong point is simple information: titles, names, addresses, and phone numbers are given for almost everyone listed. The brief descriptions of offices and functions are mostly helpful, sometimes less than startling ("The President is the head of the University . . ."). And its weak point is that Editor-in-Chief Marc J. Falkowitz couldn't resist the bit about his grandmother's chicken soup under Student Health Services. *WW&WTFT* claims to be a contribution to solving the problem of the communications gap "within and across the multitude of different constituencies which comprise the University of Pennsylvania," though in the preface Falkowitz says the 78-page booklet is "for the undergraduate student body." We checked, and he will indeed share with faculty and staff, first-come first-served: Ext. 8909. You could learn a lot from this book.

Three other publications earmarked for students but useful to others are the *Student Directory*, published by the Penn Student Agencies; *Intro to Penn*, put out by the Publications Office for the Admissions Office and the Office of Student Life; and *Guide to Student Services*, published by the University Counseling Service. The first is just a run-out on newsprint of the Registrar's list of students along with their schools, classes, addresses, home addresses, and phone numbers. The second is an extensive guide, not only to people and things on campus, but to off-campus restaurants, bars, etc.; lots of nice pictures and a reasonably good attempt to give a complete rundown on Penn's network of student activities and organizations. The third provides the phone numbers and names of appropriate counseling services for problems ranging from academic trouble and career indecision to drug/booze/sex hang-ups. A special feature in this booklet is the anecdotal guide in the back, indicating which office to consult for particular problems.

The big gap in all this is a reference work for the people who work at the University. Students definitely need all the guides they can get, but can the faculty and staff get by on nothing but the *Telephone Directory*? The new "green pages" plus the old "yellow pages" do help, and the white pages themselves are more reliable this year than last. The Provost is listed now, for example. Oh, and most of the Religious Thought people aren't. The two who *are* in have changed titles since the book went to press, so we offer the department in its entirety:

Religious Thought:

Welbon, Guy R., Dr.	5846/7453	Assoc. Prof. & Act. Chr. Relig. Thgt., 411 DW/BX 36, CH/CO
Kraft, Robert A., Dr.	5827	Prof. & Grad. Chr., Relig. Thgt., 409 DW/BX 36, CH/CO
Bowering, Gerhard, Dr.	5822	Ass't Prof., Religious Thought, 401 DW/BX 36, CH/CO
Green, Arthur, Dr.	5837	Undergrad. Chr. & Ass't Prof., Relig. Thgt., 415 DW/BX 36, CH/CO
Harvey, Van A., Dr.	5838	Professor, Religious Thought, 413 DW/BX 36, CH/CO
Matter, E. Ann, Dr.	8614	Ass't Prof., Religious Thought, 417 DW/BX 36, CH/CO
Murphy, Harold S., Dr.	7457	Ass't Prof., Religious Thought, 412 DW/BX 36, CH/CO
Weisman, Marie, Mrs.	7453	Adm. Ass't, Religious Thought, 109 DW/BX 36, CH/CO

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.

A Statement and Some Questions from SAMP

*Delivered at the January 13, 1977 Meeting of the
Health Affairs Committee of the Trustees
by Acting Dean Eugene Michels*

Fiscal Responsibility and Fund Raising

When President Meyerson first suggested to the Trustees that the University raise more new funds than ever before he pointed out that the University would have to make clear that it was putting its own house in order financially. Fiscal responsibility is a major element in the University's appeal for both new and continuing funds.

Deficit schools were given until fiscal year 1977 to either equalize their income and costs or undergo a review to justify their continued subvention. The deficit projected for fiscal year 1978 shows that a serious fiscal problem remains. The improvement in financial efficiency of some units has not kept pace with the rate at which costs have increased.

Some parts of our University may have to change their lifestyle not only to help balance the budget but to convince the public that the University is fiscally responsible. The recent (January 10, 1977) editorial in *The Evening Bulletin* was a clear message that the public will be unsympathetic to the University's financial plight unless the change in lifestyle is made.

Against this background, SAMP is a model of financial efficiency. The School has a history of balancing its budget despite zero and negative support from the current administration. Not only do we balance our budget but we assist in supporting other programs. Because of budget policies and administration decisions, SAMP contributes involuntarily almost 20 percent of its earned income to the income made available to other schools.

Discontinuing the SAMP programs at this University will leave nothing to reallocate to higher priority programs except the uncovered indirect costs which will remain after our removal and our undergraduate student places (if other programs can accommodate and fill those places). By no stretch of any informed imagination will removal of the SAMP programs serve as an example of the University putting its own house in order financially. To the contrary, removal of our programs may well serve as an example of fiscal irresponsibility.

Selective Strengthening and Excellence

The Program for the Eighties campaign aims to attract a durable financial base for a university with its key fields raised to greater distinction and with stronger intellectual ties among all of its programs. Programs at this University should be prominent in their fields but unless the University acquires unlimited funds or undertakes a widespread phase-out it cannot hope to raise all of its fields to distinction.

The various fields now represented in our University differ less in their level of prominence than they do in their intrinsic character, and herein lies both a promise and a problem. The promise is the potential yet to be realized by strengthening the intellectual ties among the University's programs. The problem is the perceived or implied difference in worth among the various

fields. To make our University One University with its key fields raised to greater distinction, the administration must find ways to contribute more to the promise and less to the problem.

Selections for distinction must be acceptable externally if the campaign is to succeed and they must be acceptable internally if the University is to succeed in its transformation. The President knows from his experience in early 1972 that naming areas to be given priority support from internal reallocations and outside sources arouses the faculty. Not to be named as a priority is a cause for alarm to many. University-wide priorities, particularly areas and programs for which internal reallocations would be made, have not been articulated publicly since that time five years ago.

University-wide participation in identifying high-priority areas was apparently abandoned in favor of singling out and running down the administration's low-priority areas. We can place no other interpretation upon the recent history of SAMP.

The failure of the administration to respond three years ago to a recommendation of its own task force that the concept of developing graduate programs in SAMP be endorsed, the obstacles put in the way of the former dean seeking external sources of support, and the siphoning off of substantial amounts of our earned income barred us from developing fully those things which we are now accused of not having developed. Even our responsible attempt to show that we can develop in the desired direction on our own resources is brushed aside by impossible arguments from the President about some extravagant number of tenured faculty members we ought to have but cannot have.

Being prominent in our fields, both as programs and as persons, and being held in low priority by administration, has been a lesson not lost on the rest of the University community. Many faculty in other prominent programs know that the same imprecise, unsubstantiated, and contradictory arguments raised against SAMP in the last year could be raised against their programs. Our saving grace, so they thought, was that our total applicant pool was growing and our budget balanced. Nor has the lesson been lost on other constituencies of the University. The ultimate "price" to be paid for removing the SAMP programs may be higher than calculated, and the gain to be achieved in selected excellence or a more cohesive One University has not even been identified and may be jeopardized by what still appears to be an arbitrary event in our University's history.

QUESTIONS FOR THE PRESIDENT

Financial Responsibility and Fund Raising

1. Have all schools equalized their income and costs over the allowed three-year period? If not, which are the deficit schools and have the appropriate review procedures begun as the policy requires?
2. If the SAMP programs are discontinued, upon which school budget

will the burden fall to make up the involuntary contribution now taken from the SAMP earned income?

Selective Strengthening and Excellence

1. What are the programmatic priorities across the University for which internal reallocations will be made?

2. In what way will the discontinuation of the SAMP programs at Pennsylvania contribute to the University-wide programmatic priorities? In what way will the transfer of the SAMP programs to Jefferson enhance this contribution?

3. Given that priorities, by definition, require ranking and imply competition for the lower as well as the higher ranks, which programs or schools will be in the lower ranks after the SAMP programs are discontinued?

QUESTIONS OF THE TRUSTEES

Financial Responsibility and Fund Raising

1. If the SAMP programs are discontinued at this University, and if the various constituencies of the University learn (as some of them now know) that SAMP is a financially solvent school, do you think that the financial support from those constituencies will increase as a result of the disposition of the school?

2. As Trustees, do you think that some years from now you will be able to look back and see, as President Meyerson suggested to you in January, 1973, that "we taught the best professional management to our students while being ourselves as an institution a model for it"?

Selective Strengthening and Excellence

1. Do you know what the programmatic priorities of the University are and are you prepared to account for them to the various constituencies of the University upon whom support depends?

2. What were the reasons for the action taken by the Trustees' Health Affairs Committee to support the recommendations regarding the future disposition of SAMP submitted to the Committee by the President and Provost?

3. Whatever the final decision on SAMP, will the University Community receive from the Trustees an explanation of that decision?

FROM THE PROVOST 1/21/77

On behalf of himself and the President, Provost Eliot Stellar says, "We've done our best in our December 6 (Almanac December 7, 1976) statement to explain the reasons which led to our recommendation. Now that the Trustees have decided the issue, we see no useful purpose in prolonging the debate. We now want to turn our attention to the development of the strongest possible cooperative programs with Jefferson, and we will invite the full participation of SAMP faculty, staff and students as the planning begins."—Ed.

HONORS

Dr. Robert H. Dyson, Jr., associate dean of FAS, has been elected president of the Archaeological Institute of America.

Dr. John R. Gregg, senior orthopaedic resident at HUP, received the Henry W. Meyerling research award for his research paper, "Neutral Fat Globules in Traumatized Knees."

Clara H. Jordan, R.N., is the March of Dimes's Nurse of the Year in Pennsylvania. Mrs. Jordan, associate professor at the School of Nursing, was cited for starting the first clinical program in maternity nursing on the graduate level.

Dr. Abraham Noordergraaf, professor of bioengineering, has been chosen as president of the newly-formed Cardiovascular System Dynamics Society. He was also elected a fellow of the New York Academy of Sciences last month.

Dr. Charles C. Price, Benjamin Franklin Professor of Chemistry, has been elected chairman of the board of trustees of Swarthmore College. At Penn he continues as chairman of the campus campaign for the Program for the Eighties.

Dr. Herbert W. Wallace, associate professor of surgery, has been elected to the membership committee of the American Society for Artificial Internal Organs.

STAFF CHANGES

Marilyn Ackerman has joined *Almanac* as assistant editor. She has held several writing and editing positions, including one as associate editor of *The Spectator*, an insurance trade magazine published by Chilton Company. Ms. Ackerman succeeds *Duncan Williams*, who has become a copy editor at Pathfinder Press, New York.

Dr. Margaret Beckman, formerly assistant to the President, is now an editor at the University Press, where her work includes manuscript solicitation.

Jack Black has succeeded *Nina Gomez-Ibanez* as acting managing director of Morris Arboretum. Since 1974, he had served as business manager. Mrs. Gomez-Ibanez, who was acting director for two months following *Gordon Brandes'* resignation, has moved to the Boston area. *Jane Herrman* has been appointed supervisor of education to manage and coordinate the Arboretum's education programs.

Titus D. Hewryk has been promoted from associate director to director of the Department of Facilities Development. He joined the University staff in 1967 as a project coordinator in the Office of Programming and Design.

Lynn Manko has been appointed to the newly-created position of assistant to the director of athletics for promotion and group sales. Previously, she conducted events for the National Junior Tennis League of Philadelphia and coordinated ticket sales for the U.S. Professional Indoor Tennis Championships.

DEATHS

Ruth E. de la Veaux (January 4 at 50), histology technician of pathology in pathobiology who joined the School of Veterinary Medicine staff in 1962; her husband asks remembrances to the Pennsylvania SPCA.

Vera M. De Venney (December 8, 1976, at 72), former telephone operator. She came to the University in 1954 and retired in 1968.

Howard C. Feng (January 6 at 40), research specialist at the Laboratory for Research on the Structure of Matter. He began at LRS in 1971 as a post-doctoral fellow.

Dr. Paul F. Gemmill (December 30, 1976, at 87), emeritus professor of economics who received his Ph.D. degree from Penn and taught here from 1919 until his retirement in 1959. He published numerous textbooks, including *Fundamentals of Economics*, *Current Introductory Economics* and *Britain's Search for Health*. Dr. Gemmill also performed as a professional magician for 50 years under the stage name Paul Fleming. His best-known trick was the "visible growth of the rose bush," never duplicated in magic.

Dr. Harold Lefkoe (December 27, 1976, at 67), associate in physical medicine and rehabilitation, School of Medicine. He received his A.B., A.M. and M.D. from Penn and joined the staff in 1966.

Dr. Edward T. Siegel (December 19, 1976, at 42), professor of medicine and chief of endocrine service at the School of Veterinary Medicine. He served on the editorial board of the *American Journal of Veterinary Research* and was author of *Endocrine Diseases of the Dog*. His family note that contributions may be made in his name to the charity of the donor's choice.

Lewis F. Talley (December 29, 1976, at 60), maintenance engineer in the School of Veterinary Medicine, where he had worked since 1972.

The Applicant as V.I.P.

What makes a top candidate for the freshman class choose Penn over other colleges?

On evidence that academic interests probably outweigh all others in the minds of the best students, the University now has a package tour for prospective freshmen that goes far beyond the standard admissions interview.

It's called the Campus Visitors Program and its tour has such way stations as

- conversations with the faculty;
- visits to classrooms and labs;
- talks with academic advisors in specific schools and departments; and (if the candidate can stay into evening)
- dinner with current undergraduates and faculty masters in a college house or fraternity house.

Candidates—and their parents, if they accompany—still see an interviewer and they do, as in years past, take in the residence halls and ivied walls as part of their tour. But Dr. Michael Neiditch, the former Provost's assistant who coordinates the Campus Visitors Program, thinks it will be the academic highlights that make the difference.

"The candidate comes here trying to make a decision," he said, "but has to compare intangibles as much as anything else. On paper we can say how distinguished the faculty are, but in these visits we can show how the faculty feel about teaching and about students. Just as important is threading through the program possibilities here: in becoming so varied and flexible we've also become rather harder to describe than the average college. Penn's remarkable capacity for crossover—the interdisciplinary and independent studies, the thematic college houses, the combined degree programs—emerges far more clearly in person than in print."

The Campus Visitors Program is sponsored by the new Alumni Council on Admissions but it is not exclusively for alumni: faculty and staff who want to have a tour arranged for an exceptional candidate can do so by giving at least 48 hours' notice (more if possible—the selection of the right faculty members for the students' interests may take more time) to Dr. Neiditch or his assistant, Ms. Kathie Cross, at Ext. 6888.

How does a campus visitors' program run by an alumni council fit into the established Admissions Office on campus?

About like the half-dozen other recruiting initiatives of the five undergraduate schools and the athletics office, says Dean Stanley Johnson. In fact, if anyone set out to diagram the admissions process at Penn now the result might look a lot like a trayful of pretzels baked arm-in-arm.

The Admissions Office remains the "central conduit" and first-line recruiting operation, with its people fanned out geographically to cover Region I (New England and Mid-Atlantic States) Region II (Pennsylvania) and Region III (everywhere else). Beverly Sanders, as director of minority recruiting, crosses over geographical lines to look for Blacks, Chicanos, disadvantaged Whites and other minority candidates.

The unifying pressure on the schools and on athletics and alumni is that while costs and competition are up, national scores are down. The unifying principle, however, is that admissions is an all-year, all-University matter rather than one that lies quietly in the west wing of College Hall waiting for annual detonation. To supplement the core operation, those who care the most are

pitching in, in effect forming a campus-wide network of admissions personnel.

Thus the Wharton School's Undergraduate Division staff (Vice-Dean Matthew Stephens and assistants Byron Dresner and William G. Whitney) are involved directly with admissions, following the central standards and procedures but working from a point of view tailored to what Wharton offers and needs. In Engineering, Associate Dean Joseph Bordogna takes direct responsibility for the same kind of admissions activity, working with the aid of Mrs. Shirley Aderman. (Dean Johnson credits these two schools' active follow-through for their ability to maintain and even add to their quality while increasing the size and the diversity of their classes.) In Nursing, the admissions liaison member is Assistant Professor Joette Clark and the new "rolling decision" process is seen as the route to filling more places with better students. At SAMP, departmental chairmen Roma Brown, Jane Carlin and Nancy Ellis have been directly responsible for admissions and their record is one of holding steady on most measures while improving on class rank (upper 15 percent this last fall).

The Faculty of Arts and Sciences was last to staff up and is now in the process of reshaping its team as Dr. Gretchen Wood moves up to Assistant Dean and alumnus Ira Harkavy replaces her as coordinator of FAS recruiting. For FAS, the question of tailored recruiting materials and the ability to match student interests with school offerings is more complicated than for others, Dean Johnson said, but by taking the Wharton model of "rifle shot" literature and interviews versus "scattergun" approaches, FAS expects to move ahead in class quality as others have done.

So intensive is the quality aspect of Harkavy's assignment that he will not only work with the Alumni Council on Admissions, but will work *in* it, sharing its quarters at 3533 Locust Walk. He will concentrate on the upper 20 percent of the FAS pool, on potential Benjamin Franklin Scholars, and on those interested in the core disciplines. He will be doing for FAS what the Alumni Council on Admissions does for the campus as a whole: after the Admissions Office finds them he will help delineate FAS offerings in ways that appeal.

Touring visitors is not the only way the Alumni Council on Admissions helps persuade the best applicants to choose Penn. It packages information for alumni field volunteers and for selected high school counselors, dreams up awards programs and other ideas to interest youngsters in Penn: and helps advise alumni parents whose offspring are turned down.

But the recruiting spirit invades all its activities, and the search for the best pervades the recruiting effort. At one Alumni Trustees breakfast where the Council was to make a presentation, Dr. Neiditch and the alumni office agreed it would be nice to have a banner with the new alumni recruiters' slogan on it. It took 26 feet of bunting and three walls of a room to display it but the Trustees liked the message:

IS THERE SOMEONE AT HOME AS BRIGHT AS YOU?



NEW ROOM FOR READERS

A new and expanded Current Periodical and Newspaper was opened on January 17 on the second floor of the Dietrich wing of the Van Pelt Library. Access to the room is via the elevators in the Dietrich lobby as well as from the Lippincott Library. This important and heavily used collection of materials was formerly located on the second floor mezzanine overlooking the Van Pelt Reference area. That space will be refurbished and rearranged in the coming months to provide for a greatly expanded Microtext reading and storage facility as well as for the expansion and reorganization of the reference and reading areas.

—Richard De Gennaro,
Director of Libraries

NOSTALGIA BEGINS AT FORTY: BUY BONDS

For those who want to buy U.S. Savings Bonds via payroll deduction, Provost Eliot Stellar and Senior Vice-President for Management Paul O. Gaddis have mailed out the necessary payroll authorization cards. Those who wanted a card and didn't get it may call the Benefits Office, 116 Franklin Building.

WANTED: NSF ROTATORS

In a recent letter to President Martin Meyerson, the National Science Foundation's director of equal opportunity described the NSF "rotator" program for faculty members, calling attention to the Foundation's effort to increase numbers of minority, female and handicapped applicants. Vice-Provost Donald Langenberg conveys the description to Almanac with the note that it may be of interest to all faculty and that NSF rotators he has known "are generally experienced scientists of considerable stature with uncommon reserves of tact and patience."

EXCERPTS FROM NSF LETTER

Under this program NSF augments its permanent staff of scientists and other professional employees with qualified individuals from the faculties of colleges and universities across the country who serve in non-career positions for periods of one or two years. In obtaining such personnel we secure a continuing source of current knowledge of academic affairs, new ideas and diverse talents. Those selected gain a rich developmental experience and additional insight into Federal support of scientific research, the improvement of science education and the dissemination of science information.

We are most reluctant to add to the staffing problems of colleges and universities. A primary mission of the Foundation is to strengthen science education in the United States. The Rotator Program, however, makes sound human resource investment sense. A one- or two-year association with the Foundation in administering ongoing national programs will prove most valuable to educational institutions on return of the rotators to their regular assignments

Please bring the NSF Rotator Program to the attention of minorities, women and the handicapped who in your judgment best qualify for the multiple purposes of the program. Particularly welcome are scientists with a Ph.D. plus six years of successful scientific research experience. A broad general knowledge of the applicable field of science and some administrative experience are also desirable. Applicants selected will be offered an excepted appointment under the NSF Act of 1950, as amended. Salary is negotiable based on qualifications and experience. Health, life insurance, and leave benefits are available depending upon the length of assignment.

Interested individuals should send their vitae and statements of interest to me at 1800 G Street, NW, Room 536, Washington, D.C. 20550 (202-632-9178). I will then personally take the necessary steps to insure that qualified candidates receive full and careful consideration in the competition for the limited number of rotator positions (approximately 30 per year).

—Herbert Harrington, Jr., Director,
Office of Equal Employment Opportunity

OPENINGS

The following listings are taken from the Personnel Office's bulletin of January 19. 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).

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

FACILITIES PLANNER (9-28-76).

HEAD NURSE (1-18-77).

JUNIOR RESEARCH SPECIALIST (1-18-77).

JUNIOR RESEARCH SPECIALIST (1-18-77).

JUNIOR RESEARCH SPECIALIST maintains tissue cultures, initiates cell lines, prepares media and participates in experiments dealing with the structure of tumor cells' membranes. *Qualifications:* Undergraduate degree in sciences, 2-3 years' experience in tissue culture methods. \$9,100-\$12,275.

JUNIOR RESEARCH SPECIALIST assists investigators and fellows with research techniques including animal surgery, injections, etc.; performs complex laboratory procedures; keeps records and researches in medical library; aids in writing papers for publication. *Qualifications:* Ability to work well with many people and knowledge of laboratory procedures. College degree with science major, background in biochemistry and/or biology, work experience in laboratory. \$9,100-\$12,275.

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

LIBRARIAN II (Media Service) (11-9-76).

LIBRARIAN II in Arabic, Persian, and Turkish. (11-9-76).

LIBRARY DEPARTMENT HEAD I (12-14-76).

LIBRARY DEPARTMENT HEAD II (12-14-76).

SENIOR RESEARCH COORDINATOR (12-14-76).

STAFF NURSE (12-7-76).

SUPPORT STAFF

ADMINISTRATIVE ASSISTANT (12-21-76).

ADMINISTRATIVE ASSISTANT I (New York) performs all secretarial duties for staff including typing, shorthand (no dictaphone). Maintains filing system and updates as necessary. Responsible for supplies (ordering, inventory, etc). Screens incoming correspondence. Handles daily bills and monthly report. *Qualifications:* Excellent typing, good shorthand. Several years' experience helpful, including some bookkeeping experience. \$8,700-\$10,625.

ADMINISTRATIVE ASSISTANT II (1-18-77).

CONTRACT ACCOUNTANT (1-18-77).

LABORATORY ASSISTANT (1-18-77).

LICENSED PRACTICAL NURSE (11-16-76).

RESEARCH LABORATORY TECHNICIAN I (1-18-77).

(continued)

RESEARCH LABORATORY TECHNICIAN III (3) (1-18-77).

SECRETARY I (12-7-76).

SECRETARY II (11-16-76).

SECRETARY III (11-9-76).

SECRETARY III (12-21-76).

SECRETARY IV (12-14-76).

TYPIST I (1-18-77).

PART TIME

TEMPORARY ACCOUNTING CLERK posts PAF transactions, assists fiscal coordinator in preparing reports, budget summaries and statements. (20-25 hours/week). *Qualifications:* Mathematical aptitude, bookkeeping/accounting ability. Some education in bookkeeping; at least 1 year bookkeeping/accounting experience. *Salary to be determined.*

LABORATORY ASSISTANT (7 months) to assist in column chromatography (semi-automated), electrophoresis, possibly photography and microdissection. Some glassware washing. *Qualifications:* Two years' college and laboratory experience. \$3.00/hour.

BLUE CROSS PROXY FIGHT

Lotte O. Gottschlich, assistant to the director of Penn's Health Law Project and a consumer slate candidate for the Philadelphia Blue Cross Board, calls to the attention of campus subscribers the following news release quoting the insurance commissioner of the Commonwealth. The deadline for proxy votes to be received, she noted, is 4:30 p.m. February 11. Those who have lost their proxy forms or who wish to alter their earlier ballots can secure new ones from Mrs. Gottschlich: Ext. 6951.

January 19, 1977

Insurance Commissioner William J. Sheppard today reminded Philadelphia Blue Cross subscribers that 14 vacancies on the Plan's 33-member Board of Directors will be filled as a result of the upcoming annual election of the Plan's Board. His message:

"This year Philadelphia Blue Cross subscribers once again have a choice of two competing slates of candidates—a slate of experienced candidates drawn primarily from the current board and an alternate slate of candidates representing many of the Philadelphia area's consumer and community organizations. I urge all Philadelphia Blue Cross subscribers to give full consideration to the qualifications of both slates of candidates.

"Blue Cross subscribers have been invited by the Plan to attend the Annual Meeting on Tuesday, February 22, 1977, at 6 p.m. in the Peale Ballroom of the Holiday Inn, Center City, 18th and Market Streets in Philadelphia.

"A subscriber who cannot personally attend the February 22 meeting can designate a 'proxy agent,' that is a representative to cast his or her vote at the meeting.

"I would like to take this opportunity to draw attention to the procedures for designating proxy agents since the proxy forms must be properly completed in order to be considered valid.

"Subscribers should take note that the procedures for designating proxy agents supporting the nominating committee and public official nominees differ from the procedures for designating proxy agents representing the alternate slate of nominees.

"To designate proxy agents who will vote for the nominating committee and public official nominees, an eligible subscriber need only sign and complete the form and return it to Blue Cross.

"However, to vote for the alternate slate of nominees, the subscriber must *strike out the names of the management proxy agents and write in the names of Ernesta Ballard, Frank Bradley and Joseph Ferrara*, the proxy agents designated to vote for the alternate slate of nominees at the election meeting.

"Whatever the subscriber's choice, he or she should double check the proxy form to assure that it has been completed properly and that the certificate number and group number, if applicable, are correct. The proxy forms must be returned to Blue Cross no later than 4:30 p.m., February 11, 1977."

THINGS TO DO

LECTURES

At 4 p.m. today, two things happen: the Department of Metallurgy and Materials Science and LRSM continue their colloquium with *Structure Types and Lattice Energies of Silicate Minerals* by Dr. Y. Ohashi of Penn's Geology Department; Room 105, Auditorium, LRSM; coffee at 3:30. . .the *Women's Faculty Club* hears Dr. Robert E. Davis, former chairperson of the Faculty Grievance Commission, on *Redress of Grievances*; Harold Prince Theater, Annenberg Center.

Also, today at 2 p.m. in the GSE Colloquium, Dr. Nancy W. Bauer asks and answers *The Liberal Arts for Everyone?* Room A-34.

The Center for Research in Literary Communication will feature Dr. Nessa Wolfson of the Graduate School of Education at its next meeting February 1, 4 p.m. in Room C-34, Education Building. Topic: *The Historical Present Tense as a Performance Feature in Conversational Narrative.*

EXHIBITS

Textile designer-sculptor-silversmith Rita Bernstein is *A One Woman Exhibition—Sculpture and Textiles* by the Penn Union Council Art Committee in Houston Hall galleries through February 17. Hours are 9 a.m. to 5 p.m. weekdays, noon to 5 p.m. Saturdays.

Early editions, translations and imitations of *Gulliver's Travels*, first published 250 years ago (October 28, 1726), are now being featured in an exhibition of the Library's Teerink Collection of Jonathan Swift; Van Pelt Library, sixth floor, 9 a.m. to 5 p.m. weekdays, until March 31.

FILM

Battle of San Pietro, Chicken Soup, Rickey and Rockey and *Magic Beauty Kii* are the Documentary Film Lab films in the Studio Theater, at Annenberg Center tomorrow, 4 and 7 p.m.

Nooners: From prehistoric times to the 20th century is the span of 12 films from a series called *China: the Enduring Heritage*, Harrison Auditorium of the University Museum, on January 27, February 3 and 10, 12:15-1:15 p.m.

Boy (Shonen) and *Love and Anarchy* are sponsored by CA but held at Hopkinson Hall, International House; January 27 and 28, 7:30 p.m., \$1.

Br-r-r-r. *The Netsiliki Eskimos*, a silent documentary filmed in Canada's Pelly Bay region comes January 30 to Harrison Auditorium, 2:30 p.m., as part of the University Museum Sunday Film series.

Penn Union Council says *Take the Money and Run*, January 27, Fine Arts B-1; *One Flew Over the Cuckoo's Nest*, January 28, Irvine; and *Sisters*, January 29, Fine Arts B-1; 7:30 and 10 p.m., \$1.

MIXED BAG

Milwaukee's Theater X rambles in with *The Wreck: A Romance* (actually a musical) for the Wilma Project at CA. Preview January 27, performances January 28 to 30, 8 p.m. Admission is \$2.50, (\$2 for students with ID.)

Psycho-kinesis—or how to alter the physical environment without really touching it—is explored in the Christian Association's conference, *Mind Over Matter: Toward a Theory of Consciousness*; January 28, CA, 8 p.m.

Puppets at the Museum: Steve Abrams puppetrates a live show in Rainey Auditorium, University Museum on January 29, at 10:30 a.m., sponsored by the Museum children's film program.

Chamber Music for Piano and Strings is at Harnwell House Rooftop Lounge on January 30, 8 p.m.

Morris Arboretum sponsors a *guide training program* February 3 to April 7. No formal horticulture study needed to become a volunteer, but applicants must be genuinely interested in plants and enjoy spending time outdoors. CH 7-5777.

ALMANAC: 515 Franklin Building (16) Ext. 5274

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