

Almanac

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Lindback Awards

The Christian R. and Mary F. Lindback Awards are presented annually to eight members of the Pennsylvania faculty in recognition of their distinguished contributions to teaching. The awards are open to teachers of graduate students as well as undergraduates in both the professional schools and the arts and sciences.

In a recent set of criteria and guidelines for the selection of the award recipients, the Vice-Provost defined distinguished teaching as "teaching that is intellectually demanding, unusually coherent, and permanent in its effect. The distinguished teacher has the capability of changing the way in which students view the subject they are studying. The distinguished teacher provides the basis for students to look with critical and informed perception at the fundamentals of a discipline, and he/she relates this discipline to other disciplines and to the world view of the student. The distinguished teacher is accessible to students and open to new ideas, but expresses his or her views with articulate conviction and is willing to lead students, by a combination of clarity and challenge, to an informed understanding of an academic field. The distinguished teacher is fair, free from prejudice, and single-minded in the pursuit of truth."

Four awards each year go to faculty in the non-health areas (F.A.S., Wharton, Engineering, Law, Education, Social Work, Fine Arts and Annenberg School of Communications) and four go to the faculty in the health schools, (Medicine, Dental Medicine, Veterinary Medicine, Nursing and Allied Medical Professions).

Non-Health Areas

Nominations from schools or departments, students, faculty members, or chairmen should be submitted to the Committee on Distinguished Teaching, 106 College Hall CO, to the attention of Nan Reed. The nomination should cite those qualities which make the nominee an outstanding teacher, and should explain how you are associated with the nominee. Please include your address. Additional supporting evidence, in the form of statistical surveys, curricula vitae, lists of courses taught, etc., will also be helpful to the selection process. The Committee on Distinguished Teaching, appointed and chaired by the Vice-Provost for Undergraduate Studies and University Life, presents the Provost's Staff Conference with eight finalist candidates from which four non-health winners are chosen. The nomination period closes Monday, October 31.

Health Areas

In the health schools, the deans will welcome nominations for the 1976-77 awards from individuals in the respective schools. Nominations and supporting material, including a current curriculum vitae, comments from faculty and students concerning nominee's teaching ability and any objective quantitative evaluation of the nominee's teaching activities will be reviewed by a broadly based committee of faculty and students within the school. Each health school may nominate up to four individuals for Lindback Awards. The Vice-President for Health Affairs appoints an ad hoc committee drawn from the several school committees, to choose the four recipients in the health schools. Nominations must be in by March 1, 1978.

CIA RESEARCH: STUDY IN PROGRESS

The U.S. Central Intelligence Agency has given the University's General Counsel Stephen Burbank access to documents he sought after President Martin Meyerson was notified in August of possible University connections with CIA-sponsored research in the '50s and '60s. Mr. Burbank is studying them with the advice of

Vice-Provost Donald Langenberg and Research Administration Director Anthony Merritt. Mr. Burbank's recommendations will go to the President, probably this week. Mr. Meyerson has said he will decide on any release of information in terms of his earlier statement that the rights of individuals will be protected.

SENIOR FELLOW: GERALD R. FORD

Former President Gerald R. Ford has been named a Senior Fellow in Politics in the FAS political science department, where he will give two lectures in October as part of the department's National Decisions Program. His first classroom talk will compare the perspectives of congressman and president, and in the second he will evaluate the media as competitor to political parties in linking the government and the people.

During the same visit he will speak at the Wharton School on economic policy and at the Law School on federal election laws. The Ford visit is part of a series of appearances he is making on university campuses under the aegis of the American Enterprise Institute, Washington, D.C.

MINORITY PRESENCE: TWO GRANTS TO INCREASE IT

The Mobil Foundation this month awarded \$125,000 to the University for five-year support of recruitment and financial aid for minority students in the Wharton Graduate Division. It will fund the Mobil-Wharton Minority Action Plan, combining an expanded scholarship program for minority students (starting with fall 1978 enrollment) with intensive recruiting among undergraduates elsewhere. Wharton representatives will visit predominantly black colleges and other Ivy institutions to stress advantages of professional management training at Wharton.

Earlier this year, the Sun Company earmarked \$40,000 of a \$160,000 gift to the University for financial aid to minority students in engineering.

SENATE: TWO FALL MEETINGS

The Faculty Senate's October 5 special meeting remains a single-agenda meeting on the Trustees' ad hoc committee report on administrative structure (*Almanac* September 13) and related documents (September 13 and 20). Acting Chairman Robert F. Lucid said Friday. The meeting, to be held from 3 to 6 p.m. in Room 200 College Hall, does not replace Senate's regular fall session, tentatively scheduled for November 30. There is no Council meeting in September, he noted. The Steering Committee meets tomorrow to set an agenda for October 12.

DEATH OF CHARLES HOBAN

Dr. Charles F. Hoban, emeritus professor of communications at the Annenberg School, died Thursday at the age of 71. Dr. Hoban, a national figure in educational uses of audiovisual communications, came to Penn as a research investigator in 1952 and was named professor of communications in 1958; that same year he also became associate professor of education at GSE. He was associate editor of *AV Communications* and author of *Movies That Teach* plus a number of major studies in his field.

He is survived by his wife, the former Mary E. Foley, and four children. In lieu of flowers the family asks donations to the Augustinian Seminary Guild in Villanova, Pa.

(Other recent deaths are recorded on page 3.)

Grievance Commission: Background on the Suspension

My plan for an orderly appraisal and report of the third year of the Faculty Grievance Commission's operation was disrupted by the development over the summer of extremely serious problems involving our activities. I decided to request suspension of our operations as a necessary measure at this time. The two pieces of correspondence below (*I, II*) explain the situation; the two motions further below (*III*) are excerpted from our minutes, and constitute the Commission's official response to my decision as chair.

The following letter was distributed on August 31, 1977 to members of the Faculty Grievance Commission. By the time it was presented at the meeting of the Senate Advisory Committee on Wednesday, September 7, 1977, 13 of the 19 members of the Commission had responded to me with positive votes of support. There were no negative responses.

It is our hope to work as quickly as possible to present a new Procedure for processing grievances that offers increased protection and fairness to all parties involved.

It is also our hope that the external review by the Senate settles the painful current issues that have led to our suspension of operations.

—Sally Green, Chair
Faculty Grievance Commission

I. LETTER TO DR. LUCID 8/31/77

I am requesting that the Faculty Senate of the University of Pennsylvania support my request to suspend operations of the Faculty Grievance Commission immediately. I request that this be considered a temporary and emergency action. I propose that the Commission continue to function for the purpose of rethinking and rewriting—in concept as well as operation—the Procedure and of presenting a new version for approval as soon as possible.

I also ask that the causes of this requested suspension be investigated by some appropriate group within the Senate so that the challenges to the integrity of our members and our Procedure are confronted and settled fairly.

As we have discussed on several occasions, many of the problems with which we are dealing come out of our most recent case. We must insure closure as soon as possible in this matter before further escalation leads to further law suits, counter-suits, and, I believe, the dissolution of our Grievance Procedure and great damage to our Affirmative Action Program.

I also recognize that we have reached the point in our experience where we know that the basic assumptions from which the Procedure developed are not necessarily axiomatic. At the very least these assumptions must have included respect from colleagues, respect for the power and fairness of peer review, trust that the University Community could settle problems within that community, strong support by administrators of the Procedure, and protection of participants involved in grievances. I feel that our experience has shown that none of these can be taken for granted. The injury that I have seen to individuals in several cases has finally caused me to make these requests.

I am requesting the suspension without a formal vote at a meeting of my Commission. They have been notified of this action, have been mailed a draft of this letter, and have been urged to respond and comment. However, we cannot meet until Thursday, September 15, 1977; over a week after your meeting. I do not believe we can wait even that long. We have a request to accept as a grievance a complaint filed by a witness in a former case over the process and consequences of that case. We have individuals considering legal action in response to injury because of their

Commission service. We have a suit filed in Federal Court by a grievant whose case was thought to be closed.

I personally refuse to place anyone else in jeopardy, personal or legal, by allowing them to take any role in our Procedure at this time. I hope your support of my request, to be confirmed later by the Faculty Grievance Commission at our meeting, is offered. If no support is forthcoming from Senate at this time, I feel that I will have to resign from the Chair and from the Commission at our next meeting.

—Sally Green, Chair
Faculty Grievance Commission

P.S.: I also respectfully request the services of an excellent lawyer for the Commission.

II. RESPONSE FROM DR. LUCID 9/13/77

Thank you for your note of September 6 and your letter of August 31, 1977. At its meeting of September 7, the Senate Advisory Committee received them both and, after extended discussion, took the following actions:

1. At the request of the Grievance Commission it suspended the operations of the Commission pending complete external Senate review and the adoption of whatever conceptual and operational changes prove to be necessary. Such review will have available to it the conclusions of the current internal review now being concluded.

2. SAC maintains the present Commission as it is without appointing new members or rotating off old members, until the review is completed.

3. SAC will deal with new grievance claims, if any, by having them received and held by the Chairman of the Faculty Senate until such time as the Commission is back in operation.

4. SAC will forthwith appoint a Senate committee to conduct the external review, the members to number no less than three and no more than four.

In addition, SAC tenders, through its Chairman, the warmest thanks to the Commission and to you for your help in this matter.

When the review committee is in place its chairman will contact you to arrange for consultation concerning your internal review, as well as such other matters as all concerned wish to discuss.

I understand that you will see to the distribution of this letter to the Commission, so I omit the usual mailing of copies.

—Robert F. Lucid
Acting Chairman, Faculty Senate

III. MOTIONS OF SUPPORT 9/15/77

The following two motions were supported unanimously at the meeting of the Faculty Grievance Commission on Thursday, September 15, 1977.

1. We move that the Faculty Grievance Commission support the actions of its Chair, Sally Green, in her letter of August 31, 1977 to Robert Lucid, Chair of the Faculty Senate, and thanks the Senate Advisory Committee for its prompt response to this letter at its meeting of September 7, 1977 as conveyed in Professor Lucid's letter of September 13, 1977. Special note of paragraphs two and three of Chairperson Green's letter of August 31, 1977 is requested. These paragraphs express concerns which, unless resolved, threaten the viability and imperil the future of the Faculty Grievance Commission.

2. We move that the Faculty Grievance Commission suspend operations of the Faculty Grievance Procedure temporarily and decline to process any grievances during this suspension. Any grievance claims that are filed will be forwarded to the Chair of the Faculty Senate who is urged to utilize whatever alternative mechanisms are available for the resolution of such claims. The Faculty Grievance Commission will resume operations at such time as a revised Faculty Grievance Commission Procedure is developed which can more adequately and efficiently serve the needs of the University, and when this new Procedure is accepted by the appropriate University governing bodies.

MORE QUESTIONS AND ANSWERS ON THE LABOR DISPUTE

The executive director of personnel relations, Gerald Robinson, has recorded the five most-often asked questions coming in on the labor hotline (Ext. 4537). Here are those questions and his answers.

Q. The Teamsters allege that the University has "not really bargained" about the issue involved in this labor dispute. Is this true?

A. The University made every effort to bargain with the Teamsters. The facts are that this union refused to discuss the high cost of the housekeeping function and the only proposals made by the union were for increases in costs and not reductions. The law requires the parties to bargain in good faith, but the law does not require the parties to agree. Those representing the University in bargaining meetings with the union and the University's attorneys are convinced that they have more than satisfied such a requirement. The National Labor Relations Board is currently reviewing the actions of the parties to this dispute to make certain that the legal requirements have been satisfied.

Q. Why should housekeeping employees be singled out for cost reduction?

A. The answer to this question must be in two parts. First, it is not a fact that those employees were the only ones on which the cost reduction effort has been focused. For the past two years, approximately 500 faculty and staff jobs have been eliminated resulting in approximately \$2,000,000 of savings. Second, the University must make all possible savings in these difficult times. A saving of \$750,000 cannot, in good conscience, be ignored. The fact that the work can be performed for less presented the former housekeeping employees with alternative actions. One alternative was to negotiate changes in "wages, hours and working conditions" to produce such a saving. The second was to strike in the hopes of forcing the University to continue to perform the work in an uneconomic manner. They chose the latter.

Q. Couldn't the saving have been accomplished by reducing the salaries of all employees?

A. Obviously it could. Such an action, however, would be neither equitable or practical. Most everyone will agree that to permit some employees to receive more than other workers in comparable positions in this area, is not an acceptable or defensible policy. Adopters of such a policy for this group of employees and other workers who may be in a comparable situation can only lead to widespread dissatisfaction and a chaotic method of compensation. A policy in which some employees are deliberately underpaid in order to subsidize overpayments for others cannot be acceptable.

Q. Why wasn't the housekeeping force reduced by "attrition"?

A. Attrition (i.e., not filling the jobs of those who quit, retire, etc.) has been used over the years to reduce the size of the force. Further, some of the work previously performed has been eliminated. At one time the University had approximately 500 employees in the housekeeping function. As of last August the number was approximately 350. The refusal by the union to discuss any aspect of cost reduction eliminated any opportunity for considering the practicality of such action.

Q. Did the University propose a cut of \$1.23 an hour in the wage rates of the employees?

A. No. The University never made such a proposal. The \$1.23 that has been publicized by the union is the result of dividing \$750,000 by the total straight time hours worked by the former housekeeping staff. The University's position was that it needed to save \$750,000. How that might be accomplished was preferably a subject for bargaining.

Reduction of the wage rate was only one alternative, since the total labor cost is a function of not only the wage rate, but also of hours of work, fringe benefits, productivity, etc.

DEATHS

Olivia T. Claybrook (September 18 at 47), statistical assistant in the Faculty of Arts and Sciences. Mrs. Claybrook came to the University in January, 1974, and remained on staff until her death.

The Rev. Thomas L. Curley (August 18 at 33), a Ph.D. candidate in Hebrew and Semitic studies. He had completed his dissertation and was to have received his degree in December.

Paul C. K. Domville (September 2 at 84), artist, emeritus professor and former chairman of the Department of Design (1957-61). He received his B.Sc. in architecture from the University in 1920. As an artist, Mr. Domville is known for the murals he painted in theaters, churches, banks and private homes in the Philadelphia area. His "Penn's Treaty with the Indians," originally commissioned by a bank, is now on display at the William Penn Memorial Museum in Harrisburg.

Dr. David L. Dyen (July 1 at 74), dentist and specialist in oral medicine. He was an instructor in oral medicine at the School of Dental Medicine from 1960 to 1968.

Mildred Garrett (August 13 at 61), maintenance employee. Mrs. Garrett came to the University in September, 1967, and had been on long-term disability since October, 1976.

Robert J. Garzarelli (September 9 at 31), a first-year student in the School of Dental Medicine. He received his B.Sc. in electrical engineering from the University in May, 1967.

Kathryn Hoffman (September 15 at 76), former member of the data processing staff. Mrs. Hoffman was with the University from 1942 until she retired in June, 1968.

Richard Johnson (July 13 at 57), maintenance employee. He came to the University in 1954 and had been on long-term disability since July, 1976.

Ann Marie Loverdi (September 7 at 23), secretary in the Development Office. She came to the University in August, 1973, and had been on long-term disability since March, 1976.

Dr. Arnold G. Reichenberger (August 5 at 74), emeritus professor and former chairman of the Department of Romance Languages. He joined the University in 1946 and became professor of Romance languages in 1961. He served as chairman of the Department of Romance Languages from 1965 to 1967 and retired from the faculty in 1973. A scholar of Spanish language and literature, he wrote several books and articles on the theater in Spain during the Golden Age of the 17th century. He became co-editor of the journal *the Hispanic Review* in 1958 and senior co-editor in 1969. In 1973 a special issue of the *Hispanic Review* was published in his honor.

Adolphus Senior, Jr., (September 15 at 62), dishwasher and general utility man at the Faculty Club. Mr. Senior was on the staff of the Faculty Club from November, 1970, until May, 1977.

Dr. Harold S. Stine (July 20 at 82), emeritus professor of English. He received his A.B. and Ph.D. from the University, joining the staff in 1917 as an instructor in English. He was appointed professor in 1939 and emeritus professor in 1965.

Mrs. Polly Stockton (July 14), wife of Dr. John M. Stockton, professor of business law.

Sol Worth (August 29 at 55), professor of communications. A member of the Annenberg School of Communications faculty for 17 years, he was chairman of the school's undergraduate program and director of its media laboratories. Prof. Worth taught courses in documentary film production and visual communications. He was noted both as filmmaker and as scholar: His "Teatteri" was cited at the Berlin and Cannes festivals of 1958, then added to the permanent collection of the Museum of Modern Art in New York. He was a Fulbright Fellow and a Fellow of the American Anthropological Association; winner of the 1967 Wenner-Gren Foundation award for outstanding research; president of the Society for the Anthropology of Visual Communication from 1973 to 1976; author of *Through Navajo Eyes: An Exploration in Film Communication and Anthropology* (1972); and editor of the journal *Studies in the Anthropology of Visual Communication*.

Report of the Council on Equal Opportunity

April 1976-May 1977

June 2, 1977

The approval of the University's Affirmative Action Program created a need for a regular and continuing mechanism to monitor implementation of the program, to exchange information among the schools and major administrative units, and to recommend changes in the affirmative action plan as necessary. The Council for Equal Opportunity was formed to meet this need. The Council includes faculty and staff from each of the schools and from the larger administrative units. All Affirmative Action Officers are members of the Council.

The objectives of the Council may be summarized as follows: (1) To oversee the policies, performance, and progress relating to affirmative action throughout the University. (2) To review the University Affirmative Action Program and to recommend changes when necessary. (3) To spearhead Affirmative Action efforts in schools, departments, and offices within the University.

The first meeting of the Council on Equal Opportunity was held on Tuesday, April 13, 1976. The administration was represented by Eliot Stellar, Paul Gaddis, Bruce Johnstone, James Davis, Gerald Robinson, Harold Taubin and James Robinson, who reviewed the University Affirmative Action Program (as published in *Almanac* February 17, 1976). Provost Stellar and Paul Gaddis, senior vice-president for management and finance, reaffirmed the administration's support of affirmative action efforts throughout the University and promised to use their offices to promote the implementation of affirmative action goals.

The Council on Equal Opportunity has been in existence for one year. It is appropriate that the administration be informed of the activities of the Council during this period.

The first concern of the Council was to make equal opportunity part of all hiring procedures at the University. Towards this end, the Council developed standard compliance forms to be used by all schools at the University. This task took the major part of the year and may be considered the most important accomplishment of the Council to date. The Council then divided itself into subcommittees to examine the following aspects of affirmative action: (1) A-1 Compliance Forms, (2) Goals and Timetables, (3) Collection of Racial Data, (4) Grievance Procedures for Faculty, (5) Grievance Procedures for Staff, (6) Affirmative Action for the Handicapped and Veterans, and (7) Salary Equalization. These subcommittees have just begun to function but some preliminary work has been done and several recommendations have already been submitted.

(1) *A-1 Compliance Forms.* The policy and procedures for A-1 affirmative action are stated in a joint memorandum issued by Curtis Reitz and Paul Gaddis in October 1972. The subcommittee has examined the current policy and is ready to make recommendations which will strengthen the procedure for enforcing A-1 affirmative action.

(2) *Goals and Timetables.* The subcommittee has reviewed the history, rationale, and participation involved in the setting of goals and timetables. Plans are being made to reformulate the timetables and to request from the deans short and long term goals and timetables so that they can integrate affirmative action in their future planning for their respective Schools.

(3) *Collection of Racial Data.* The issue of the collection and retention of racial data for faculty and staff has been a very sensitive one at this University for several years, and several attempts have been made to avoid compliance with this federal requirement. It is clear that the University must have a procedure for the collection and retention of racial data affecting all employees. The subcommittee is now reviewing this area of the University's affirmative action program.

(4) *Grievance Procedures for Faculty.* The subcommittee found that only three out of eleven cases during the past three years did not involve women or minorities. Grievance is thus generally associated with minority status. These individuals are not always informed of their rights and aware of equal opportunity procedures. The following resolutions were passed:

(1) *That the Council establish a liaison with the Faculty Grievance Commission for the purpose of mutual information.*

(2) *That the Council collaborate with the Personnel Office on a brief explanation of Equal Opportunity rights and procedures at the University and that this information be placed in a package for new employees and made available for general distribution including all administrators in the University.*

Since the Faculty Handbook is being revised the Council expects to receive a draft of the new document for comments since it is important for the Council to have some input in the grievance rules.

(5) *Grievance Procedure for Staff.* The grievance procedure for non-academic staff was reviewed by the subcommittee. The present grievance system was examined. The subcommittee plans to talk to individuals involved in grievance and has designed a brief questionnaire as a means of reviewing the grievance procedure for nonacademic staff and finding out how effectively it has met the needs of University employees. The questionnaire has been mailed to all A-1 and A-3 employees. The results so far are most encouraging; a good return has been obtained, and the subcommittee has generated a lot of interest among University employees. A summary of results will be made available in *Almanac*.

(6) *Affirmative Action for the Handicapped, Disabled Veterans and Veterans of the Vietnam Era.* The subcommittee established contact with the appropriate governmental representatives to determine the organized

forms of information on pools of handicapped individuals, disabled veterans and veterans of the Vietnam era, and to be informed of the goals and timetables the federal government is contemplating for these categories; i.e., are they given equal importance with minorities and women from the governmental point of view.

In response to these questions the following information was received:

(1) For the present, the Department of Labor implementing regulations do not require the establishment of timetable goals for the employment of persons in any of the aforementioned categories.

(2) The University is required to maintain appropriate records for persons in each of the subject categories, with regard to (a) present faculty and staff personnel, (b) recruitment efforts to employ additional qualified personnel, utilizing the best available recruitment systems for each of the subject categories; (c) training and advancement opportunities and procedures maintained for the subject categories.

(3) For the establishment and maintenance of appropriate records, all present University employees, applicants for employment, and new appointees must be invited to identify themselves with regard to the aforementioned categories and, further, must be assured that the requested information will be used *only* to implement further the University's affirmative action program, and will be kept confidential.

(4) A record of University recruitment and promotion activities for academic and nonacademic personnel, with regard to the subject categories, must be maintained and needs to show (among other things) agencies contacted, media used, communication and solicitation content, and internal communication concerning the University's recruitment and promotion interest effort (e.g., *Almanac*, DOL, and University notices on campus bulletin boards, announcements and discussions at appropriate academic and nonacademic personnel meetings).

(5) For the purpose of felicitous phrasing and to avoid redundancy, in contract documents, etc., DOL accepts the phrase "handicapped and veterans" as including the "handicapped, disabled veterans, and Vietnam era veterans."

The subcommittee made several recommendations to the Council regarding the implementation of these new policies. Once approved these recommendations will be brought to the attention of the appropriate University administrators. In the interim, mention of all five categories should be included in any solicitations for candidates for faculty and staff employment opportunities within the University that are communicated both within the University community and to all audiences beyond the University as a first step to raising the level of consciousness toward these groups identified as deserving our special attention.

(7) *Salary Equalization.* The subcommittee has still not been able to obtain sufficient information in this area. Women are specifically interested in this issue and more data are needed. The cooperation of the administration is indispensable on this matter.

The need to include all School Affirmative Action Officers in the yellow pages of the University telephone directory was acknowledged by the Council and it is recommended that such a step be taken for the new directory.

When the Council on Equal Opportunity was created a year ago, administration representatives asserted their intention to support affirmative action throughout the University. Since then, the financial crisis facing the University has become serious and it is now clear that academic planning for the immediate future must include a smaller faculty and the curtailment or elimination of some worthwhile programs. The Council fears that the increasingly austere budgeting of University funds may affect the achievement of affirmative action goals. There has been, for example, no evidence of serious planning to counteract the effects of financial exigency on affirmative action. Some schools may, in fact, use this financial situation as an excuse for not implementing affirmative action requirements. The Council is also concerned about the conspicuous absence of representatives from the medical school at its meetings and deliberations, as well as the failure of the administration to require their participation. As a result of this situation, many members of the Council, including the chair, have expressed the fear that the Council might become little more than a window-dressing for affirmative action efforts. Compliance forms, statistics, and recommendations are only the means to an end and

should not be used to obscure the end itself, notably to bring and assimilate more blacks, women, minorities and disabled persons into our community. Therefore, the Council on Equal Opportunity unanimously requests that the responsibility for the implementation of affirmative action procedures be assigned to a specific individual or group within the University and that the authority of the Council in this respect be carefully delineated by the administration. The views of the Administration on the future of Affirmative Action at the University must be made known if the Council is to realistically function in succeeding years.

Summary of Recommendations

1. The establishment of a liaison between the Council on Equal Opportunity and the Faculty Grievance Commission for the purpose of mutual information.

2. A collaborative effort between the Council on Equal Opportunity and the Personnel Office to produce a document which would contain a brief explanation of equal opportunity rights and procedures at the University. This information should be placed in a package for new employees and made available for general distribution including all administrators in the University.

3. That the draft of the new Faculty Handbook be submitted to the Council on Equal Opportunity for input.

4. That all School Affirmative Action Officers be listed in the yellow pages of the University telephone directory both under their respective schools and under a new listing of Affirmative Action Officers.

5. That all Affirmative Action Officers assume the responsibility for implementing affirmative action procedures and that all schools be required by the administration to participate in the Council on Equal Opportunity.

Dr. Madeleine Joullié, Chairperson

Council on Equal Opportunity

Joette Clark, Associate in Nursing & Coordinator of Undergraduate Curriculum for RN's

Nicholas Constan, Unemployment Compensation Administrator

Barbara D'Ullisse, Assistant Director for Personnel Relations, Dental School

Kristin Davidson, Business Administrator, Development & Public Relations

Dr. James E. Davis, Executive Assistant to the Provost

Dr. Harold Frank, Associate Dean, Annenberg School

Dr. George Gerbner, Dean, Annenberg School

Dr. Allan Glatthorn, Associate Professor of Education

Louise Glicksman, Administrator, Dean's Office, SAMP

Dr. Joan Gotwals, Associate Director of Libraries

Mildred Guinnessy, Assistant Professor of School of Social Work

Arthur Hirsch, Assistant to Vice-President, Operational Services

Cora Ingram, Assistant to the Dean, School of Engineering

Madeleine Joullié, Professor of Chemistry (Chairperson)

Joseph Kane, Electrical Technician, Radiation Safety

Ada Katz, Assistant to the Dean, School of Public & Urban Policy

Howard Lesnick, Professor of Law

Joseph Looby, Executive Assistant to the Dean, Graduate School of Fine Arts

Dr. Kim Morrisson, Assistant Vice-Provost, Undergraduate Studies & University Life

Paul Pitts, Business Administrator, Faculty of Arts & Sciences

Dr. Leonard Rico, Associate Professor of Management & Industrial Relations

James H. Robinson, Administrator, Office of Equal Opportunity

Dr. Sheldon Steinberg, Professor of Neurology

Harold Taubin, Senior Analyst, Planning Design & Project Management

Wai-Tse Yankowski, Statistical Analyst, Office of Equal Opportunity

Speaking Out

ENCUMBRANCE COMPATIBILITY

I came to the University of Pennsylvania 10 years ago and began working for the Physics Department (one of the largest departments in the University). My responsibility involved a combination of accounting and data processing functions which required a need for varied interaction with our faculty, staff and central administrative offices.

Our internal committal system, which utilized an IBM computer on the premises, was geared towards a data processing environment which entailed daily input and record keeping. Payroll projections and other commitments were routinely entered into the system via key punched cards. Periodic programming modifications gave us the ability to have an updated package. This also enabled us to provide spontaneous information as required. For example, a major contract involving approximately 100 employees, valued annually at \$1.5 million and containing 15 sub-allotments, utilized this automated system to provide its principal investigators with the necessary management information. These principal investigators were able to ascertain their current and future financial position.

One may ask how does this departmental encumbrance accounting system relate to a University-wide system? Obviously, a majority of the department's input/output coincides with central administrative requirements. They involve personnel, payroll, budgeting, accounting, purchasing, etc. A centralized commitment management information system would provide the entire University with a more meaningful and timely feedback mechanism. Responsibility centers, indirect cost centers and departments could still maintain their own particular needs but in a more efficient manner.

Having not elaborated on the specific mechanics of such a system, which has been discussed in previous articles, I feel one area is noteworthy of further discussion. This covers incompatible computer languages between the central and field operations. Although there was some flexibility in choices of computer languages, the Physics Department used Fortran for its financial reporting system. It was basically a scientific programming language which worked rather well since a multitude of calculations were inherent in the types of required reports. A determination had been made that it was best suited for the system as a whole. It is not inconceivable that any system developed by UMIS could either be compatible or adaptable by a large department maintaining a computerized

encumbrance accounting system. Periodic programming consultation may be warranted, but this effort could result in a more unified network between central and field systems.

In conclusion, I support the advantages of an encumbrance accounting system based on my own involvement and knowledge of its results. It is my feeling that its long-range merits of decreased operating costs outweigh equipment implementation expenditures.

—Leon Garrison,
Business Administrator, Energy Center

TUSK, TUSK

Sometimes when people are moving from a house to an apartment they may find the piano something of a white elephant. The Faculty Club would be pleased to take the ivories off your hands, especially if you have an upright (so we can more easily move it where needed within the Club). The one we have sounds terrible and is past rehabilitation; we have to rent one on those occasions where partygivers want their music musical. We'll be glad to pick up. Just call me or Mrs. Barnes at 4618.

—James Lloyd, Manager, Faculty Club

POSTMARK 1932

An Emeritus Professor cleaning his files sent the following letter, postmarked May 25, 1932, to Almanac. It was originally distributed by the Office of the Secretary to "Deans, Members of Faculties, Administrative Officers, and others associated in the many fields of work of the University of Pennsylvania."

The repudiation by the State of its appropriations made to over two hundred hospitals, educational institutions, and charitable agencies scattered far and wide over the State of Pennsylvania comes as a crushing blow at a time when each agency involved has been struggling to perform its services despite falling revenues. It is unthinkable that the State can permit an action of this sort to become effective. In this crisis the University of Pennsylvania participates by the reduction of its appropriation in an amount of approximately \$500,000. The organic relationship with the State and its services to the State during the nearly two hundred years of its existence have been continuously recognized. Its services to youth of moderate means, to the sick and the needy, and in the advancement of knowledge have given it a position of commanding importance to our citizens in all of these fields. Despite its own continuous efforts to raise the funds for

its own endowment, the appropriations made at each biennium of the Legislature for its maintenance have been a vital source of its income. Amongst its more than fifteen thousand students, there are over 1275 who hold free scholarships, of which 600 alone are disposed of by the members of the Senate under legislative enactment.

Each of its many activities is utilized by the State, by the youth, the poor, the sick and the needy to the fullest extent. The two thousand men in its service are conscious too of the untiring efforts which have been made to strengthen our financial position so that our great work may go forward. Until we know with greater certainty the complete significance of this contemplated action under the Attorney General's opinion, all of our budgets must remain in abeyance and plans must be devised to curtail the activities of our Hospitals and our educational program, and further reduce our already low salaries, in order that the University may survive.

It is my duty, as president, to notify you at once of this impending crisis and to tell you that those of us who are charged with responsibility in the matter as Trustees and officers intend to bend every effort to bring about a correction of this injustice, or to so revamp and revise budgets that the least harm may be done in order that our work, at least on a restricted basis, may go forward. Each budget administrator must again carefully scan his budget so that whatever reductions are required will be made in order that our whole fiscal program may be balanced. Each one of us must gird himself to meet the crisis by giving to it the complete and whole hearted cooperation which is required.

We have unflinching faith in our institution and unflinching belief that out of this chaos in which we find ourselves the University will emerge still prepared, as it has always been, to blaze its way forward. We have the same unflinching faith that from this period of despair and distress through which we are all passing we will emerge under God's guidance as a stronger America and a sounder civilization.

—Thomas S. Gates, President

FOR THE RECORD

In the appendix to the Educational Planning Committee's report on SPUP, item 34 lists my name as Lucy C. Behrman. Could I ask my colleagues to change their records, there and elsewhere, to show the name I am now using professionally? I will be most grateful.

—Lucy E. Creevey, Associate Professor,
City & Regional Planning

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, Fred Karush, Ann R. Miller, 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.

HSP BRIEFINGS ON HMO

Health Service Plan (HSP), a federally qualified Health Maintenance Organization which services the five-county Greater Philadelphia area and parts of New Jersey, is being offered as an alternative to Blue Cross-Blue Shield effective December 1, 1977. Personnel selecting HSP coverage will receive the same University contribution as is now made towards the Blue Cross plan. The difference in premiums, if any, will be paid through payroll deductions. Information has been mailed to all faculty and staff for review. Also, brief meetings will be held during the next two weeks with HSP representatives to answer any questions you may have. Meetings are scheduled as follows:

Tuesday	Houston Hall	9:30 a.m.
September 27	Smith, Penniman Room	11:00 a.m.
		12:30 p.m.
		2:00 p.m.
Wednesday	Faculty Club	9:30 a.m.
September 28	Club Room	11:00 a.m.
		2:00 p.m.
		3:30 p.m.
Tuesday	Houston Hall	9:30 a.m.
October 4	Smith, Penniman Room	11:00 a.m.
		12:30 p.m.
		2:00 p.m.
Thursday	Houston Hall	9:30 a.m.
October 6	Smith, Penniman Room	11:00 a.m.
		12:30 p.m.
		2:00 p.m.

—James J. Keller,
Associate Director, Personnel Relations

OPENINGS

The following listings are condensed from the Personnel Office's Bulletin of September 22. The full description 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. The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint). An asterisk (*) before a job title indicates that the department is considering promoting from within.

ADMINISTRATIVE/PROFESSIONAL

ADVISER, FOREIGN STUDY counsels students wishing to study abroad, assists in administration and program development. Undergraduate degree, direct foreign study experience, knowledge of foreign languages and typing. *Salary to be determined.*

ASSISTANT COMPTROLLER manages and administers general accounting section of the Comptroller's Office. B.A. in accounting or related discipline, advanced degree in business administration preferred. Familiarity with complex EDP environment. *Salary to be determined.*

ASSISTANT DIRECTOR serves as office manager for Quad Office; monitors accounts and payrolls and supervises building repairs and maintenance (12 months only). B.A. in business administration and previous work experience in residence halls. \$10,050-\$14,325.

ASSISTANT DIRECTOR, MERCHANDISING supervises purchasing, display and advertising of resale merchandise for non-book departments of University Bookstore and staff of six buyers. Graduation from college, three years' experience as a merchandising manager or manager buyer of two different general merchandise departments. \$11,525-\$16,125.

ASSISTANT TO DEAN helps formulate policy and procedures, oversees publications, supervises staff. At least three years' experience. Administrative, writing and publications skills. \$9,275-\$13,000.

ASSISTANT TO THE DIRECTOR assists in the organization and execution of fund drive and alumni affairs. Coordinates activities in cities outside of Philadelphia (12 to 16 months only). College degree, writing ability and fund-raising experience. \$9,275-\$13,000.

ASSOCIATE DEVELOPMENT OFFICER II directs life income trust program. College degree and three to five years' experience in public

relations, banking, sales, finance or fund-raising. \$14,400-\$20,550.

***BENEFITS COUNSELOR** consults with and advises employees of benefits; responsible for processing payroll/benefits program forms. College degree. \$9,275-\$13,000.

***BUSINESS ADMINISTRATOR II** performs all business and administrative functions for the department. Extensive experience in personnel, finance and administration. \$10,050-\$14,325.

CHIEF ELECTRICAL ENGINEER supervises staff engineers, designers and draftsmen, as well as outside firms engaged in University projects. Professional registration. \$16,625-\$23,725.

CONTRACT ADMINISTRATOR I negotiates, processes and administers contracts or grants making sure that they comply with University policy. Degree in business or engineering; experience in a sponsored projects office, preferably with a university. \$11,525-\$16,125.

COORDINATOR develops women's courses and foundation proposals for interdisciplinary undergraduate program; advises independent majors. Ph.D. with administrative or teaching/research experience in women's studies. \$13,250-\$18,575.

JUNIOR RESEARCH SPECIALIST (four positions). See bulletin board for details. Positions involve conducting research, preparing reports and performing analyses. Bachelor's degree and experience generally required. \$9,275-\$13,000.

PROGRAMMER ANALYST II supports academic planning analysis group. Two to four years' writing PL/I, participation in systems design and analysis, and experience in MARK IV, TSO and VSAM. \$13,250-\$18,575.

RADIOSTATION MANAGER provides professional guidance to student staff in all areas of station operation. Experience in educational or commercial radio broadcasting with emphasis on program development and production. \$13,250-\$18,525.

RESEARCH SPECIALIST I (two positions). One operates a rat colony and requires a Ph.D. or master's degree. The other performs computer and laboratory work involving spectrofluorometric and enzymatic assays and calls for experience in computer work and in isolation and characterization of enzymes. Other details on bulletin board. \$10,050-\$14,325.

***RESEARCH SPECIALIST II** supervises X-ray technicians, radiographic training of veterinary students and hospital staff. \$11,525-\$16,125.

SENIOR SYSTEMS ANALYST (two positions) assists and trains users and prepares systems designs. B.A., preferably in business; seven to ten years' data processing experience with at least five as systems analyst; knowledge of large-scale computers and accounting or student flow. \$14,400-\$20,550.

STAFF NURSE (RN) (two positions). One assists head nurse in supervising nursing staff of large outpatient service and requires some organizational and supervisory experience. The second administers chemotherapy to outpatients and inpatients, administers transfusions, and coordinates outpatient clinic. \$9,275-\$13,000.

STATISTICIAN writes and runs computer programs, analyzes data and maintains storage retrieval system. Degree in economics or statistics and experience or aptitude in computer programming. \$9,275-\$13,000.

PART-TIME

ASSISTANT DEAN counsels students on academic progress; represents dean on University committees; writes and edits publications; prepares student recommendations. M.A. with teaching or responsible administrative experience. *Salary to be determined.*

SUPPORT STAFF

ACCOUNTING CLERK assists accounting supervisors; types, files, supervises work/study students. High school graduate with two years' experience as clerk or secretary. \$6,225-\$7,975.

ADMINISTRATIVE ASSISTANT I handles unit and research budgets, arrangements for international visitors; assists chairman seeking funds. Business education or some college; excellent typing; shorthand or dictaphone; ability to deal with people. \$7,150-\$9,150.

ADMINISTRATIVE ASSISTANT I, New York City, performs secretarial duties for staff; handles files, supplies, bills, reports. Excellent typing, good shorthand; several years' experience including some bookkeeping helpful. *Salary to be determined.*

AUDIOVISUAL TECHNICIAN in charge of maintenance and repair, inventory, training users. Associate degree in electronic technology plus experience; ability to supervise. \$7,700-\$9,850.

BUILDING SUPERVISOR II builds new structures and heating systems, flower show exhibits; makes emergency repairs to buildings, garden features, equipment. High school graduate with ten years in building trades (five as foreman) including one year each in skilled areas (plumbing, masonry, electrical, roofing, carpentry, heating); \$8,250-\$10,550.

CASHIER (3 positions) with cash register/terminal experience, congeniality toward customers. Occasionally work to 6:30 p.m. \$2.70/hr.

CLERK to code invoices, keep accurate files. \$5,050-\$6,450.
 CLERK, BOOKSTORE, with background in business or economics, experience with books and customers. Occasional Saturday work, some evenings to 6:30 p.m. \$5,050-\$6,450..
 CLERK III to maintain files and monthly summaries, handle correspondence, sort and send mail. High school graduate with clerical aptitude, good grammar, excellent telephone manner. \$6,225-\$7,975.
 CLERK IV, New Bolton Center, admits and discharges patients, relieves at switchboard. High school graduate with college or business course, five years' experience. \$6,700-\$8,575.
 DATA CONTROL CLERK keypunches, verifies codings, audits folders. High school graduate with clerical aptitude. \$7,150-\$9,150.
 DENTAL ASSISTANT II for Juniata County, Pa., project. Certified dental assistant training with demonstrated ability to perform expanded functions of four-handed dentistry; ability to work with children. Must be willing to locate within commuting distance. \$7,650-\$9,800.
 GROOM, large animals, cleans and disinfects facilities to prevent spread of disease; assists clinical staff; feeds and waters patients. High school graduate with three years' experience. \$5,950-\$7,600.
 HISTOLOGY TECHNICIAN II, registered ASCP; routine histology including bones and eyes. \$8,625-\$11,050.
 INFORMATION SYSTEMS TECHNICIAN to process, program and maintain information retrieval system. College graduate with data processing or business administration plus computer courses in writing/debugging assembly language programs; at least one year's experience. \$8,250-\$10,550.
 JUNIOR ACCOUNTANT in financial aid maintains records, processes awards, handles student queries. One year of college or business school plus four years' responsible experience. \$7,150-\$9,150.
 LICENSED PRACTICAL NURSE experienced in Ob/Gyn outpatient care. (Works 40 hours.) \$7,750-\$9,500.
 MAINTENANCE ENGINEER handles sewage disposal plant, boilers, wells, pumps, general plumbing repairs; minor carpentry and electrical work. Four years' experience. \$10,975-\$14,050.
 PSYCHOLOGY TECHNICIAN I (six positions). Some call for work with human or animal subjects. Others have computer emphasis. All require bachelor's degree or special experience. Consult bulletin boards for details. \$8,625-\$11,050.
 PSYCHOLOGY TECHNICIAN II for experiments in perception; maintains software and peripheral devices, assists researchers in application of computer to research problems. Familiarity with PDP 11/RT-11 disk systems, experience in assembly language and FORTRAN programming; experience with electronic instrumentation. \$9,725-\$12,450.
 RESEARCH LABORATORY TECHNICIAN I (two positions). One is in low temperature kinetic studies, the other biochemistry (electron microscopy, radioassays). Bachelor's degrees and laboratory experience; other details on bulletin boards. \$6,775-\$8,675.
 RESEARCH LABORATORY TECHNICIAN II (six positions). See details on bulletin boards. Some call for experience in analysis of tissue, embryos, others ask for computer or photography skills. \$7,650-\$9,800.
 RESEARCH LABORATORY TECHNICIAN III (12 positions). See details on bulletin boards for variety of specialized research and analytical skills called for. Most posts require degree in science plus experience. \$8,625-\$11,050.
 SECRETARY I (two positions) \$5,800-\$7,400.
 SECRETARY II (12 positions) \$6,225-\$7,975.
 SECRETARY III (14 positions) \$6,700-\$8,575.
 SECRETARY, MEDICAL-TECHNICAL (13 positions) \$7,150-\$9,150.
 SECRETARY TO VICE-PRESIDENT, HEALTH AFFAIRS for highly responsible work of sensitive nature under administrative supervision. High-level secretarial skills, initiative, mature judgment, organizational ability, sensitivity to confidentiality. Some college or business school training, at least six to ten years' experience. \$7,700-\$9,850.
 STOCKKEEPER II unloads, shelves, dispenses miscellaneous chemicals, materials and equipment; handles records and housekeeping. High school graduate with chemistry course, physically able to do strenuous work. \$6,225-\$7,975.
 TELEPHONE OPERATOR uses Bell Centrex I Console, works 10 a.m. to 6 p.m. Working knowledge of Penn. Salary to be determined.
 WORD PROCESSING SECRETARY-TECHNICIAN transcribes from dictating equipment, types from handwritten copy; operates video text editor, handles rush jobs and revisions with minimal supervision. Excellent typist with experience on magnetic equipment. \$7,150-\$9,150.

PART-TIME

Twelve part-time and temporary positions are listed on bulletin boards, most of them secretarial or clerical. One psychology technician and three laboratory technicians are wanted. See boards for details and wages.

BIOSTATISTICAL SERVICES

Aided by funds from an NIH Biomedical Research Support Grant, the Epidemiological Statistics Unit of the Department of Research Medicine has expanded its consulting office to offer biostatistical services to the health research community on campus. Among the services that they can provide: (1) consultation on designing and planning studies and experiments, (2) assistance in preparing methodological sections for grants and proposals, (3) organization of protocols and design of randomization schemes, (4) discussions of applicable statistical techniques and available computer routines, (5) analyses of data sets, (6) participation in research endeavors, (7) critiques of statistical aspects of research papers (both published and to be published).

In order to ensure proper design and analysis of research work, we encourage researchers to avail themselves of these services as early as possible—preferably in the planning stages of their work and to return for additional consultation as needed. There is an hourly consultation fee. For information or appointments, please contact the Consultation Office at Ext. 4344.

—Anita K. Bahn,
 Professor of Research Medicine

THINGS TO DO

FILMS

Annenberg's *Documentary Film Series* gets underway with early films (1903 to 1934) by Porter, Griffith and Cohl in Annenberg Center's Studio Theater at 4 and 7 p.m. on September 28.

Network plays Friday, September 30, in Irvine Auditorium as part of the PUC Film Series at 7:30 and 10 p.m. Admission: \$1.

At the International Cinema cosponsored by the Christian Association and International House, *Ali: Fear Eats the Soul* runs Thursday, September 29, at 6:30 and 9:30 p.m., and *Jonah Who Will Be 25 in the Year 2000* comes Friday, September 30, at 4, 7:30 and 9:30 p.m. Both are shown in Hopkinson Hall, International House, 37th and Chestnut Streets for \$1.

LECTURES

Early Domestication of Livestock is Gregory Possehl's topic for the September 29 lecture in the South Asia Seminar in Room 138 of the University Museum. Dr. Possehl is assistant curator of the South Asia section of the University Museum and assistant professor of South Asia Regional Studies.

Alan Pearce, consultant on telecommunications policy for the Office of the President (OTP), speaks on *Rewriting the Communications Act of 1934—Washington Behind Closed Doors* in the first Annenberg Colloquium on Oct. 3, 4 p.m., Colloquium Room, Annenberg School.

MIXED BAG

Gaze at the stars on a cloudless night at the *Flower and Cook Observatory* on the roof of the David Rittenhouse Laboratory, 33rd and Walnut Streets, between 9 and 10:30 p.m. on Monday and Thursday evenings. (Hours may change after mid-October).

Groups are forming at the *Women's Center* in assertiveness training, plus some consciousness raising on *Working Mothers*, *Single Mothers*, *Women Alone*, *Women in Transition* (separated or divorced women), *Health/Illness*, *Lesbianism* and *Aging*. Information: Penn Women's Center, Ext. 8612.

The Morris Arboretum's *Fern Festival* on Friday, September 30, and Saturday, October 1, will include a workshop, fern show, tour, fern sale and lecture. Admission to the Festival at the Arboretum, 9414 Meadowbrook Avenue, is \$1.50 for members and \$2 for non-members.

Comedian *Robert Klein* performs with guest Cathy Chamberlain on Saturday, October 1, at 8 p.m. in Irvine Auditorium. Tickets are \$4 and \$5 at Houston Hall Ticket Agency.

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