

Almanac

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Provost Stellar Announces Retirement

President Martin Meyerson today accepted Provost Eliot Stellar's request of Thursday, April 20 to retire from his post as of December 31, 1978. The provost's letter, President Martin Meyerson's response, and statements from the trustees and deans appear below.

Provost Stellar's Letter

Dear Martin,

April 20, 1978

I am writing to let you know that, in keeping with my recent discussions with you, I wish to retire from the provostship as of December 31, 1978 and return to my research and scholarship full time. When I accepted the position of provost in January, 1973, I set myself three criteria for when I should leave the post: 1) when I no longer enjoyed it, 2) when I felt I lost my effectiveness, and 3) when I felt I was losing touch with scholarship in my field.

Fortunately, the third is not true, and one of the rewards of leaving the provostship is that I can go back to full time research and teaching. Sadly, the first two have recently become true. I say sadly because I believe I've paid the price of political reaction to the many different, hard decisions I have had to make for the University in the face of shrinking resources. The point is that each time a difficult decision is fought in the political arena I lose a little more political stock. The provost should be an academic leader and not a political leader, and I find that the great rewards I enjoyed and the pride I felt in being an academic provost simply aren't there when I have to be a political provost.

As you know, there have been eight provosts at the University of Pennsylvania since 1939, and only two served longer than I (Paul Musser, seven years; Dave Goddard, eight-and-a-half years). Gaylord Harnwell had four provosts in 17 years. So, I am not doing so badly. In fact, I am very proud of what I have accomplished in my five years and I enjoyed it immensely, except for the last few months.

I will, of course, do everything I can to help in the transition to a new provost and will always be available to you. Martin, it has been a magnificent experience working with you, and you have taught me much. But there is a time for everything and this is the time for me to retire from administration and go back to scholarship and a time for you to forge ahead with a new provost.

Yours,
Eliot Stellar

President Meyerson's Response

Dear Eliot:

Most of my term as president has been with you as my chief academic officer, my closest colleague, and my warm personal friend. It is therefore with a sense of very deep loss, to me and to the University, that I accept your retirement from the provostship effective next December 31, after the close of the fall term. I envy your colleagues, students, and family who will see more of you. But I understand your desire to return to them after six years in so demanding a post as provost of the University.

You reminded me last year that you had initially agreed to serve only five years, which ended in January 1978, and I was pleased that you then considered serving another two. (You reminded me, too, that only two other provosts in our past 40 years have served more than five years.) All in the University community and I are fortunate that we will at least have kept you for one of those two extra years.

There will be other and better occasions in the next months to express my gratitude to you and to recall for us all your many achievements. Meanwhile, you have a full and busy period ahead.

With appreciation and admiration.

—Martin Meyerson

Statement by President Martin Meyerson

Dear Colleagues:

I am greatly saddened by Eliot Stellar's decision to retire from the provostship next December. Eliot has been a splendid provost who brought to his post academic leadership in combination with great personal warmth, and the most humane concern for the University, our faculty, and our students.

On April 20, before the meeting of the trustees' executive board, Provost Stellar gave me a letter asking to retire from his position on December 31, 1978, at the end of the fall term, a step he had been discussing with me for several weeks.

The trustees and I understood fully, and with sympathy, his reasons for wanting to leave at the end of his sixth year as provost. At the lunch meeting of the executive board on the 20th, the trustees urged that we act with care. They asked that, over a period of approximately two weeks, I consult more fully with Eliot and with deans, additional trustees, faculty, and others before we reached any final decision. However, over the weekend Eliot has concluded that his decision is final, and I accept it with the most profound sense of regret. His letter to me of April 20, and my reply to him of April 24, appear elsewhere on this page.

We have all been fortunate to have this extraordinary person as our chief academic officer. Before his term as provost, he was co-chairman of the University Development Commission which formulated a program for Pennsylvania in the years ahead and plans to bring us there. As provost, he had a unique opportunity to transform much of that vision into reality. The University Scholars program, the expanded College House system, and a heightened interest in teaching—all of which he helped stimulate—have had a major impact on the quality of education at Pennsylvania. Similarly, the academic development and reinvestment funds have supported the appointment of some of our most distinguished faculty. We finally established the Faculty of Arts and Sciences with his help and diplomacy. Also with his strong commitment, we have made important strides toward greater minority and female representation and achievement in the University. Above all, he has brought an unwavering commitment to excellence in every aspect of the University.

Pennsylvania, and I in particular, owe him a great debt of gratitude for exceptional accomplishment in most difficult times.

Kaysen Report on Faculty-Trustees Meeting

Carl Kaysen, chairman of the trustees' Committee on Educational Policy, summarized the following report at the open stated session of the executive board of the trustees, Thursday, April 21.

I discussed the substance of the report that follows with the executive board at lunch on April 20 and in my public comments at the stated meeting of the executive board that afternoon, when I summarized major portions from a draft. I am now submitting this report to you.

At the request of the chairman and vice-chairman of the trustees and on the recommendation of the president and provost, members of the Educational Policy Committee and a few other trustees met with some past and present leaders of the Faculty Senate on April 12. This meeting followed discussion within the faculty and

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between Senate leadership and the president and provost of faculty concerns and complaints about the central administration and administrative organization more generally. The trustees present in addition to myself as chairman were: F. Otto Haas; A. Leon Higginbotham, Jr., Esq.; John W. Eckman; Paul F. Miller, Jr.; Bernard G. Segal, Esq.; and Robert L. Trescher, Esq. The faculty present included: Professors Robert Lucid, Ralph Amado, Irving Kravis, Jean Crockett, Noyes Leech, Walter Wales, Peter Nowell, Charles Price—not all of whom were able to remain for the entire meeting. The president and provost also were present for part of the meeting.

At its April 12 meeting, the committee heard a clear and candid presentation by the Senate leaders. Although more time might have been helpful, the faculty there effectively conveyed their own deep concerns and the concerns they perceived in other faculty. The trustees appreciate the sense of responsibility with which the faculty group discussed difficult issues, the resolution to which the trustees and the administration as well as the Senate representatives recognize as vital to the University.

After the meeting with the faculty group, the trustees present discussed and evaluated what we had heard; on behalf of these trustees, I reported their conclusions to the executive board. I believe the following points reflect our principal collective views.

- Review of the president is a continuous responsibility of the trustees. Indeed, it is the most important responsibility of the chairman and vice-chairman with the involvement of the executive board and of the other trustees. The opinion of the trustees present at the meeting on April 12 and of my colleagues at the executive board discussions is that our judgment has been and continues to be one of strong confidence in and support of the president.
- Review of the provost (as well as of deans and other senior administrators) is, in turn, one of the major responsibilities of the president. The Senate representatives noted that appropriate faculty input is an essential ingredient in the review process. This has always been the view of the president, and our committee members endorse that view. Specifically, in his February letter to the Senate chairman outlining policies for review of senior academic administrators, President Meyerson stated that review of the provost would come "... toward the end of the sixth year." This would mean a review in the fall of 1978, assuming interest of the provost in exploring an extension of appointment beyond an expected seven-year period in that post. The president indicated to us his hope that the provost would remain our principal academic officer at least until January, 1980. Subsequently, however, the provost stated that he wishes to retire from his post at the end of this calendar year. The trustees suggested to the president at the April 20 lunch meeting of the executive board that he further review this intention with the provost, with deans, and with others in a period of approximately two weeks. The provost, however, has now made clear that his decision is firm.
- A number of questions have been raised about administrative structure, first by the president and more recently by study both by an *ad hoc* committee of the trustees and by a committee of the Faculty Senate. The Educational Policy Committee was reminded by the president of his recommendations of last year to the *ad hoc* committee that, as the Program for the Eighties draws to a close in the coming years, we should consider modifying the pattern for top administration at the University. The president intends then to ask the trustees to review again with him administrative organization including his own office and responsibilities and indicates he will wish input from the faculty for himself and the trustees. We commend this proposal. He has also indicated that certain other recommendations for administrative improvement will be carried out in the next few months.
- Finally, we all recognize that these are difficult times in higher education generally and that the resulting problems will inevitably create strain. Throughout my own career in academic

life, I think I can fairly say that at any point perhaps 20 per cent of a faculty has complaints about its administration, especially in times of financial stringency. Indeed, if this were not true, we would question the energy and acuity of those at the University. Awareness of such a widespread condition around the country does not mean that our trustees or the administration can or do take serious questions here lightly. Orderly, shared processes are the safest assurance of reason and integrity in the difficult choices we face in these times of stress confronting all universities, including ours.

Statement from Trustees' Chairman and Vice-Chairman

We have been privileged to serve as chairman and vice-chairman of the trustees during the tenure of Eliot Stellar as provost of the University. Eliot first came to our attention as co-chairman of the University Development Commission, which gave us an agenda for the mid-1970's and beyond. We were delighted when, following the report of the development commission in January, 1973, he agreed to become Martin's chief academic officer.

For five-and-one-half years as provost, Eliot has given us the benefit of his high moral and academic standards, his character, his devotion to the University, his wise judgment, and his warm personality.

The University of Pennsylvania is stronger for his services. We shall miss him as our provost when he leaves his post in December, but we shall keep him as a beloved and respected colleague as he returns full time to his teaching and research.

—Donald T. Regan, Chairman

—Robert G. Dunlop, Vice-Chairman

Statement from Donald T. Regan, Chairman of the Trustees

To my dismay there has been a report in the campus press that the president has been asked by the trustees to review himself in a two week period. That is not so. My fellow trustees and I made clear at the April 20 executive board meeting that continuous review of the president is our responsibility. He has been under regular scrutiny by us, and he has our firmest support.

When I state that the trustees have full confidence in the president, I mean just that. He is an outstanding University president, and we are fortunate to have his vision and experience in the service of the University. (I only regret that he will not for much longer enjoy the partnership of Eliot Stellar as provost.) The important actions of President Meyerson's administration, including efforts to achieve greater fiscal strength, have been taken with the support and at the instigation of the trustees or their executive board. As I said to the executive board, the president and I appreciate the serious and responsible manner in which faculty concerns were presented to the trustees and administration, and we expect that working together we shall solve them.

Statement by the Council of Deans

We wish publicly to thank our colleague, Eliot Stellar, for his devoted service as provost of the University. The years of his provostship have been ones of unusual difficulty, here at Pennsylvania as at every one of the other great independent universities, for each of these institutions has been faced with the dilemma of how to maintain and extend academic excellence in an era of radically dwindling resources. In concert with the president, Provost Stellar, as the senior academic officer of this University, has kept Pennsylvania on a steady course in the midst of extraordinary stresses and counter-stresses. We, as deans, have been privileged to work closely with the provost in the fulfillment of his responsibilities.

As representatives of our separate constituencies within the University, we deans have not always agreed with the provost—or, indeed, with one another. But in our dealings with the provost each of us has always known that his unremitting commitment has been to promote the capacity of the entire University—one University—to fulfill its varied pedagogical and research functions. We are

grateful for the opportunity which has been ours to serve in close partnership with a distinguished scholar and an academic leader unfailing in his humanity, his fairness, his willingness to receive and give counsel, and his fidelity to the University of Pennsylvania.

Now it is incumbent on the members of the University to move forward. We must help President Meyerson and the trustees select a provost who can carry on Eliot Stellar's work. We must do this in a way which will strengthen the provostship and the presidency. We must make this day of thanks to Eliot Stellar a day of sober recognition of the challenges, opportunities, and responsibilities which lie ahead.

*Donald C. Carroll,
Dean, The Wharton School*

*D. Walter Cohen,
Dean, The School of Dental Medicine*

*Claire M. Fagin,
Dean, School of Nursing*

*George Gerbner,
Dean, Annenberg School of Communications*

*Vartan Gregorian,
Dean, Faculty of Arts and Sciences*

*Britton Harris,
Dean, School of Public and Urban Policy*

*Arthur E. Humphrey,
Dean, College of Engineering and Applied Science*

*Dell H. Hymes,
Dean, Graduate School of Education*

*Ruth Leventhal,
Dean, School of Allied Medical Professions*

*Robert R. Marshak,
Dean, School of Veterinary Medicine*

*Louis Pollak,
Dean, Law School*

*Peter F. Sheppard,
Dean, Graduate School of Fine Arts*

*Louise P. Shoemaker,
Dean, School of Social Work*

*Edward J. Stemmler,
Dean, School of Medicine*

News Briefs

Honorary Degree Recipients Announced

The University will confer 10 honorary degrees at the 222nd commencement May 22. Commencement speaker U.S. Secretary of Housing and Urban Development Patricia Roberts Harris and baccalaureate speaker syndicated newspaper columnist Art Buchward will each receive the title of Doctor of Laws. Other recipients will be:

Julius Hiram Comroe, Jr.—Doctor of Science. An authority on pulmonary physiology, Dr. Comroe is professor of physiology and director of the Cardiovascular Research Institute at the University of California at San Francisco.

Pierre Emmanuel—Doctor of Humane Letters. A French poet and statesman, he is president of the National Audiovisual Institute of France and a member of the Academy Francaise. Emmanuel was on last year's honorary degrees list but was unable to attend commencement because of illness.

Amintore Fanfani—Doctor of Laws. An Italian economist and politician, he holds the chair of history of economy at the University of Rome. He has been prime minister and president of the Italian Senate, and president of the United Nations General Assembly.

Hans Frauenfelder—Doctor of Science. Dr. Frauenfelder is professor of physics at the University of Illinois.

Theodore Martin Hesburgh—Doctor of Laws. An ordained priest, Dr. Hesburgh is president of the University of Notre Dame.

Gordon Norton Ray—Doctor of Humane Letters. Dr. Ray is

president of the John Simon Guggenheim Memorial Foundation. *Harold Glendon Scheie*—Doctor of Laws. Emeritus William F. Norris and George E. Deschweinitz Professor of Ophthalmology at the University, Dr. Scheie was the founder of the Scheie Eye Institute.

John Haines Ware III—Doctor of Laws. he is a life trustee of the University, president and chairman of Penn Fuel Gas Inc. and a former U.S. congressman.

Senate: Special Meeting Set for April 28

A special meeting of the Faculty Senate will take place Friday, April 28, from 3 to 5 p.m. in the Harrison Auditorium of the University Museum. The purpose of the meeting, according to Faculty Senate Chairman Irving B. Kravis, is "to assess the performance of the central administration of the University."

Budget Reviewed at Trustees Meeting

"The budget will be balanced, if our state appropriation is passed intact," Executive Director of the University Budget Jon Strauss told the executive board of the trustees at its open stated session, Thursday afternoon, April 21.

Even so, significant increases in tuitions and fees must go into effect, and significant cost savings must be realized elsewhere, Strauss said, if the budget is to be balanced. "These tuition increases will impact our students severely, particularly in the medical professions, but we feel we are on the right track," he said.

Some of the increases are: for the School of Medicine, from \$6,000 to \$7,000; School of Nursing, from \$4,675 to \$5,075; for the School of Veterinary Medicine, Pennsylvania and contract states, \$5,500 to \$6,660, and for non-contract states, \$6,500-\$7,900 (these figures will increase by \$1,000 if the \$1.2 million for the veterinary school is not restored to the University's state appropriation by November 1, 1978); for the School of Dental Medicine, D.M.D. (first year), from \$5,990 to \$8,045, for D.M.D. (upperclasses), \$5,990 to \$7,165, and for D.A.D.E., from \$6,225 to \$7,450.

Trustees chairman Donald Regan said he "regretted" the increases, "but there is no way around it," and President Martin Meyerson added that "these increases come with the greatest sadness."

Trustee John Eckman reported that annual giving has reached \$2,600,000, or \$370,000 and 3,100 donors ahead of last year at the same time. The Campaign for the Eighties program has reached 55 percent, or \$140,874,254 of its goal. The School of Nursing, Eckman noted, has achieved 100 percent tenured faculty participation.

A resolution passed by the executive board authorized the increase to \$5 million of the Guaranteed Mortgage Program for University Personnel.

Grievance Mechanism Discussed by Senate

Discussion of plans for long-term and interim grievance mechanisms dominated the spring Faculty Senate meeting, Wednesday afternoon, April 19.

Paul Taubman presented the report of the Senate Advisory Committee Board of Review for the Grievance Commission, which Robert E. Davies called "incomplete, inadequate and internally inconsistent." (See *Almanac*, April 11, 1978 for the report and for the Davies commentary on it.)

Davies moved that the report be returned to SAC, but Ralph Amado countered with a substitute motion to accept the Philip Mechanick review board's general principles and at the same time authorize SAC "to establish a committee drawn from interested parties to draft revisions for the grievance system."

Phoebe Leboy and William Gomberg objected to the Amado resolution, saying that the principles embodied in the Mechanick report made the grievance mechanism advisory to the provost. "The critical moment comes when the provost says, 'I don't see it that way,' and someone gets overruled," Gomberg said. Provost Elliot Stellar responded, "I don't mind being overruled."

Sally Green, current chair of the Faculty Grievance Commission, said she was "eager" to see a new grievance process adopted, "but not at the price of accepting a mechanism that has built in potential for unfairness."

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May Events

May Events

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After further discussion, the Davies motion to refer the grievance review commission's report back to SAC was carried by a large majority.

Attention then shifted to proposals for an interim grievance mechanism.

Senate Chairman Irving Kravis commented that he was anxious to reestablish a grievance mechanism because "Anyone who has been near the grievance machinery comes away feeling like he has been near a blowtorch."

A resolution by Peter Conn proposed that "the grievance machinery be restored on an interim basis subject to the revision that the three panel members shall be chosen as follows: one faculty member chosen by the grievant, one faculty member chosen by the respondent, and a third faculty member chosen by the first two from a list established by the Senate Advisory Committee."

Ralph Amado suggested an amendment that would increase the panel to five members: one faculty member chosen by the grievant, one by the respondent, and the remaining three by the first two from a list provided by SAC. The Amado resolution was carried for the establishment of an interim grievance mechanism.

Another extended discussion focused on the report of the Senate Committee on Administrative Structure. (See *Almanac*, January 17, 1978 for the full text of the report.) The report, written in response to one by the trustees on administrative structure, proposes that the present two-person leadership system be continued, with the establishment of an Associate Provost for Academic Planning and Faculty Affairs. (See *Almanac*, March 28, 1978.)

Jean Crockett emphasized that the report "was not intended to put forth a final version" of an administrative structure, but rather was to be seen "as the basis of discussion. The charts are useful, but discussion should be continued." After further debate, the Senate approved the report.

Faculty Senate Chairman Kravis then reviewed the SAC resolution on University governance, which arose out of the student sit-in of early March. (See *Almanac*, March 28, 1978.)

Kravis stated that "I have not changed my mind" about the sit-in. (See *Almanac*, March 21, 1978 for his views as expressed at Council, and March 7, 1978 for his statement immediately following the sit-in.) "The students were euphoric, and they did win. But I don't think it was a victory for the University." He said that he believed that a majority of the faculty agreed with his perspective.

Walter Wales gave an interim report on the Committee on Administration's proposals for a reorganization of the Faculty Senate. According to the proposal, SAC would be enlarged to 44 members, all of whom would sit on the University Council.

Helen Davies objected, stating that acceptance would mean "the demise of Council" because parity would have to be given other constituents of the Council, thus making it "to large to be effective."

Wales said he would refer faculty suggestions to the committee for further discussion and consideration.

In other business, Jean Alter, chairman of the Senate Committee on the Economic Status of the Faculty, recommended that "the Budget Committee's guidelines provide for "hard salary increases for faculty on the basis of a formula combining inflationary and other constant needs."

Kravis, in an introductory chairman's report, announced that a final draft of the faculty handbook was ready.

Resolution to Abolish Senatorials Tabled

The Pennsylvania State Senate Rules Committee has tabled a resolution to abolish the state senatorial scholarship program. The resolution, proposed by Senator Wilmot Fleming (Republican, Montgomery County), would bring an end to the awards program after June 30. (See *Almanac*, April 18, 1978; also see *Almanac*, February 28, April 4 and April 11, 1978 for background on the University's refusal to release names of student recipients of senatorial scholarships.)

Complaint Filed

The Faculty Grievance Commission has filed a complaint with the Committee on Academic Freedom and Responsibility against Provost Eliot Stellar. The complaint, filed April 7, contends that Stellar made improper charges against faculty members involved in the Faculty Grievance Panel that heard the Roselyn Eisenberg grievance case, and that these actions led to the suspension of the grievance machinery. The complaint is the second one related to the case filed with Committee on Academic Freedom and Responsibility. Dr. Roselyn Eisenberg, assistant professor of microbiology in the School of Dental Medicine, filed an official complaint two weeks ago under section VI of the faculty grievance procedure. (See *Almanac*, April 11, 1978 and December 13, 1977.)

Salary Distribution Policy for Fiscal 1979

OF RECORD



The following was sent to deans, vice-presidents and directors.

The aim of the salary distribution policy is to provide a use of the available salary funds that is both fair and flexible, that yields a salary distribution that rewards excellence, and that recognizes the need to meet competition in several markets. Compensation for faculty and senior administrators should be near the top among private universities and, in certain key academic, financial and technical posts, competitive with governmental or other non-profit agencies. Compensation for secretarial, clerical, custodial, skilled trades, technical, professional, and entry-level administrative posts should be competitive with similar positions in the Philadelphia region.

Compensation consists of two major components: pay and benefits. Typically, the University maintains pay levels near the market average, but the University is well ahead of most markets in paid benefits, which in part has advantage for tax purposes.

Salary distributions

A 5.5 percent aggregate increase in continuing wages and salaries will be available for distribution to faculty and staff.

A. Faculty

1. For faculty an increase of 3.0 percent will be the minimum provided for normal performance. The remainder of the 5.5 percent aggregate will be discretionary and will be used for additional increases to reflect professional growth, unusual merit, affirmative action, or other equalization. Increases of less than 3.0 percent will be allowed for unsatisfactory performance, but the provost must be notified in each case and approve the action.

2. To the extent it can be accomplished with balanced budgets, the deans are urged to provide for promotions with funds in addition to the 5.5 percent aggregate increase.

3. Upon special request and justification to the provost, deans will be allowed to use other school funds to meet marketplace demands in extraordinary instances.

B. Administration and staff

1. The 5.5 percent salary and wages pool will be distributed in two components. The greatest part of the pool will be for merit increases; a smaller part will be used for equalizations, market adjustments and promotions.

2. Guidelines for these distributions will be presented to the deans, vice-presidents, and department heads by the executive director of personnel relations.

—Martin Meyerson, President,
Eliot Stellar, Provost,

Paul Gaddis, Senior Vice-President for Management and Finance

For the Record

In reporting the death of Paul Miller in the April 18, 1978 *Almanac*, we stated incorrectly that Mr. Miller was a life trustee. His son, Paul F. Miller, Jr., who received his B.S. in economics from the University in 1950, is the life trustee. We regret the error.

—The Editors

Bulletins

Minority School Conference Planned

Successful Minority Schools is the theme of an all-day public conference April 30, sponsored by the Graduate School of Education and the Pennsylvania Public Committee for the Humanities. The morning session will begin at 9:30 a.m. in the University Museum's Rainey Auditorium, and the afternoon session will take place in the Church of the Advocate, 18th and Diamond Streets.

Research Support Deadline: May 1

A New Jersey project is currently enrolling hospitals in an experimental hospital reimbursement program, funded by the Health Care Financing Administration. In connection with this, Penn's National Health Care Management Center would like to identify individuals interested in developing and undertaking an evaluation of the impact of the experimental reimbursement plan on hospital decision-making and management activities. Partial support for summer or fall time is available. To obtain information and indicate interest, contact Janet Bly, Ext. 4752, by May 1.

Women's Program for the Eighties

In preparation for a fall conference that would develop a "Women's Program for the Eighties at Pennsylvania," the Penn's Women's Center and the Women's Studies Program are sponsoring a meeting on Thursday, April 27 at 4 p.m. in Houston Hall Auditorium to help set an agenda for the fall conference. The meeting is open, and interested parties are invited to attend.

Speaking Out

Faculty Actions Questioned

To the Editor:

I do not understand several recent events. First, there was an extended confrontation between students and administrators of the University in College Hall. This was followed by an announcement of a list of "agreements" consisting of 31 items. Now I read articles in the *Daily Pennsylvanian* stating that 140 faculty members have asked that a meeting of the Faculty Senate be held "to assess the central administration's performance."

I have not yet learned what actions of the administration have caused 140 faculty members to demand such a meeting rather than to carry on appropriate discussions by representatives of that group with the president or some of his colleagues.

I have yet to see a statement by a faculty member outlining what he/she would have done if he/she had been in the place of the president or provost during the sit-in. In other words, it appears that some faculty members are taking an adversary position with respect to the president and provost without telling the rest of us why they have assumed this position.

During the many years I have had the privilege of working at this University some actions have been taken by administrators with which I have disagreed. When I have communicated my disagreement and the reasons therefor, I have always received a direct and frank explanation and expression of appreciation for my criticism. It appears to me appropriate to present criticisms to the officers of an organization directly and personally, or, in the case of the Faculty

Senate, by meetings of the Senate Advisory Committee and the president, provost and several of their administrative colleagues. The merits of questioning the president and provost before a Senate meeting elude me; furthermore, I do not think that that procedure is likely to enhance our public image.

Thus I have the feeling that I am observing a kind of sequel to *Through the Looking Glass*. What did the president and provost do that leads to a need for a public appraisal? Have their critics put themselves in the place of the president and the provost to ask themselves how they would have acted? Has consideration been given to the positive actions of the administration; for examples, the development and maintenance of faculty salaries at a high level with respect to other institutions with which we like to be considered, and the long continuous effort to inform members of the Pennsylvania Assembly as to our contributions to the Commonwealth and our needs?

In view of the critical financial situation at the University, it seems to me that the charge of the faculty should be to help the University, not to take action which will further divide us.

There is one encouraging fact: Professor Iraj Zandi also notes that this is a time when we should "draw on our inner strength and stand together" (*Almanac*, April 4, 1978).

—S. Reid Warren, Jr., Emeritus Professor of Electrical and Radiological Physics

On Graduate Education

To the Editor:

The statement to the faculty by President Meyerson in the *Almanac* of April 11, 1978 noted: "My administrative colleagues and I have made certain

decisions that have been faulted by some on the basis of substance or process or both. A recent example is a decision to distribute graduate fellowships on the basis of merit through a University-wide competition—a decision that has much in its favor but admittedly was implemented too hastily. Such problems must nevertheless be weighed against accomplishments of which there are many."

We should like to observe that in the past graduate fellowships have been awarded on the basis of merit; we trust that will continue to be the case in the future. The problems have stemmed from arbitrary and unexpected changes in the implementation of this principle.

—FAS Committee on Graduate Education: Henry Teune, chairman; Lawrence Bernstein, Frank Bowman, Stuart Curran, Robert Hartwell, Henry Henigswald, Phoebe LeBoy, Murray Murphey, Jacob Nachmias, Paul Soven.

University Professorships

The following is an open letter to Dr. Irving Kravis, chair of the Faculty Senate and of the Steering Committee of the University Council:

In view of the recent disclosures in the *Daily Pennsylvanian*, we request that you initiate mechanisms by which the Faculty Senate and the University Council, as an important matter of principle, can develop generally approved published procedures for the appointment of named and University Professors by the trustees of the University.

—Robert E. Davies, Benjamin Franklin and University Professor of Molecular Biology.

—Britton Chance, Eldridge Reeves Johnson and University Professor of Physics and Physical Biochemistry.

Openings

The following listings are condensed from the Personnel Office's Bulletin of April 20. Dates in parentheses refer to the Almanac issue in which a complete job description appeared. Bulletin boards in 13 locations throughout the campus list full descriptions. Those interested should contact Personnel Services, Ext. 7285. The University of Pennsylvania is an equal opportunity employer. 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

***Accountant** monitors data, coordinates reconciliation of cash to accounting system. Bachelor's degree with courses in accounting, one to two years' experience in fund accounting. \$9,275-\$13,000.

***Accountant, Operations** assists in preparing and conducting internal seminars in accounting for office personnel, contributes in preparing the University's annual financial report. Bachelor's degree in accounting or equivalent course work. \$14,400-\$20,550.

Administrative Coordinator (2/21/78).

Assistant to the Director, Annual Giving II (two positions) (a) involves program organization, cultivation and solicitation of medical school alumni (bachelor's degree, preferably from Penn, experience in fund raising or public relations); (b) involves program organization, cultivation and solicitation of law school alumni (bachelor's degree, preferably from Penn, experience in fundraising or public relations). \$13,250-\$18,575.

Assistant General Counsel (1/17/78).

Assistant Health Physicist (2/21/78).

Assistant Registrar services data retrieval requests, assists in registration process. Experience in data processing; knowledge of MARK IV or similar data retrieval systems. \$10,050-\$14,325.

Associate Development Officer I (3/21/78).

Associate Development Officer III (3/28/78).

Associate Director for Maintenance Operations (3/28/78).

Coordinator (4/18/78).

Director, Small Animal Hospital (1/31/78).

Fiscal Coordinator (3/21/78).

Junior Research Specialist (three positions) (a) (3/28/78); (b) (two positions—4/18/78).

Nurse Practitioner I (3/28/78—see part-time positions).

Nurse Technician supervises and instructs veterinary technicians in Small Animal Hospital, is on 24-hour call. B.A. degree in education, two years' training in animal technology. \$10,050-\$14,325.

Program Director (3/21/78).

Programmer Analyst I is responsible for functions in supporting the academic planning analysis group. Two to four years' experience in writing PL I, participation in systems design and analysis. \$11,525-\$16,125.

Senior Staff Writer (3/7/78).

Senior Systems Programmer (3/21/78).

Staff Writer II (two positions—3/28/78).

Support Staff

Accounts Payable Clerk files invoices, checks, check registers. High school graduate, two years' accounting experience. \$6,225-\$7,975.

Administrative Assistant I (two positions—3/28/78).

Administrative Assistant II serves as receptionist, manages research grants, supervises office personnel. High school graduate, two years' college or business school. \$7,700-\$9,850.

Bookkeeper records monies received, posts charges into ledgers, assists in auditing accounts and checks. High school graduate with courses in bookkeeping, two years' experience. \$6,700-\$8,575.

Cashier (2/7/78).

Clerk III (4/11/78).

Collection Assistant (two positions) collects delinquent student loans, coordinates in-house records with billing service and collection agencies. Several years' experience \$6,700-\$8,575.

Facilities Coordinator (3/21/78).

Groom (4/11/78).

Histology Technician II (3/21/78).

Operator, Assistant Computer Terminal operates decollater, burster, Opcsan 100, NCS 7005, 3881 Optical Mark Reader. High school graduate, some training in data processing. \$6,225-\$7,975.

***Operator, Office Automation** operates word processing equipment on a computer-based system. Excellent typing, able to work with mathematical symbols and Greek characters, extensive in-house training provided. \$6,225-\$7,975.

Operator, MT/SV types material containing mathematical or scientific phraseology on an AM varityper keyboard. High school graduate, two to three years' experience. \$7,150-\$9,150.

Research Laboratory Technician II (three positions) (a) (two positions—4/4/78); (b) (4/18/78).

Research Laboratory Technician III (four positions) (a) (3/28/78); (b) assists with standard physiological procedures for in-vitro and in-vivo studies (bachelor's degree in biology or any life science, experience working with humans and laboratory animals); (c) prepares mammalian cell cultures requiring sterile techniques, processes cells for biochemical analysis, (bachelor's degree in biology); (d) collects biological samples from guinea pigs, extracts and analyzes mixtures, performs chromatographic separations (bachelor's degree in chemistry, biochemistry preferred, laboratory experience). \$8,625-\$11,050.

***Secretary I** serves as receptionist for the dean's office. High school graduate, good typing and shorthand. \$5,800-\$7,400.

Secretary II (nine positions) \$6,225-\$7,975.

Secretary III (12 positions) \$6,700-\$8,575.

Secretary, Medical/Technical (five positions) \$7,150-\$9,150.

Senior Admissions Assistant (3/28/78).

Senior Collection Assistant (4/11/78).

Stable Foreman (4/11/78).

Statistical Assistant verifies the validity and accuracy of information entering the University's accounting system. High school graduate, some bookkeeping and accounting experience or course work. \$7,700-\$9,850.

Student Records Assistant (2/21/78).

Typist II (4/11/78).

Veterinary Anesthesia Technician I (3/21/78).

Part-Time

Five administrative/professional positions and three support staff positions are listed. See bulletin boards for details.

Things to Do

See May calendar of events inside.

Lectures

Mathematical Problems Raised by Kleene's Theorem are examined by Professor M. Schutzenberger, University of Paris, in the Hans Rademacher Lectures, April 25-27, 3 p.m., Room A-6, David Rittenhouse Laboratory. § **Understanding the Bhagavadgita** is the topic for Kees W. Bolle, director of the history of religions program, University of California at Los Angeles, April 27, 4 p.m., Ivy Room South, Houston Hall. § Dr. Robert T. Bakker, Johns Hopkins University, speaks on **Dynasaur Renaissance or Dynasaur Heresy**, April 27, 4 p.m., Room 104, Hayden Hall.

Music/Theater

Commissioned by the Institute of Contemporary Art, **Night Marks**, a new work by experimental performance group Bricolage, will premiere April 27-29, 8:30 p.m. Houston Hall. Admission: \$3; \$2, ICA members, students and senior citizens. Call Ext. 7108. § **The University Symphony Orchestra and Choral Society** perform works by Stravinsky, Vivaldi and Grieg, April 28, 8:30 p.m. Irvine Auditorium. § **Make Much Ado About Something** over Shakespeare's *Much Ado About Nothing*, at a special benefit performance April 28, 8 p.m., Zellerbach Theater, Annenberg Center. Call Ext. 6791. § The first Philadelphia Gay Cultural Festival comes to a close with **A Night of Dance, Mime and Music**, April 30, 8 p.m., Christian Association Auditorium (\$2). § **Seta Tanyel**, Armenian concert pianist, performs her American debut April 30, 8 p.m., University Museum Harrison Aud.

Mixed Bag

Annenberg Cinematheque's Exploratory Cinema series studies **Godard Exploring/Exploring Godard: One P.M.** April 26, 7 and 9:30 p.m., Studio Theater, Annenberg Center (\$1, students with I.D.; \$2, others). § **A pre-theater dinner buffet** is served by the Faculty Club April 26, 5:30 to 7:30 p.m., prior to *Much Ado About Nothing*. Reservations: Ext. 4618. § **Earth Study, X-Ray Progression**, a painting by Ruth C. Strick, a lecturer in the Graduate School of Education, is on exhibit at the Artist Equity Triennial Show, April 28 through May 28, Civic Center. § The Christian Association's **Seventh Annual Spring Craft Fair** takes place April 28 and 29, noon to 6 p.m. § Penn Union Council shows **Easy Rider** (April 28, 7:30 and 10 p.m.), **Dr. Strangelove** (April 28, midnight) and **King of Hearts** (April 29, 7:30 and 10 p.m.), Fine Arts Auditorium B-1 (\$1; midnight, 75¢). § Straw hats, canes and a collegiate changing of the guard will be the order of the day at the University's traditional spring honors ceremony, **Hey Day**, to take place April 28, noon, College Hall Green.

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