

# Almanac

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## FAS Dean Gregorian Named Provost

Vartan Gregorian, dean of the Faculty of Arts and Sciences since 1974, will succeed Eliot Stellar as provost of the University of Pennsylvania.

The announcement came at a meeting of the executive board of trustees, Thursday afternoon, September 21. President Martin Meyerson submitted the candidate's name to the trustees after a vote taken by the Council of Deans revealed popular support for Gregorian. The three other candidates considered at the deans' meeting—their names had been submitted by the Provost's Search Committee—were Associate Provost James O. Freedman; Dan McGill (Wharton, insurance), who heads the faculty committee mandated by the Faculty Senate last spring to examine the performance of the Meyerson administration; and former Faculty Senate Chairman Ralph Amado (physics).

In accepting the appointment, which becomes effective January 1, 1979, Gregorian told the trustees, "I will be honored to accept the position of provost. I do so with awe and a sense of deep moral commitment to Penn, its students, its faculty, its employees and its alumni. I have faith in Penn and its future. The problems we face are many and complex. However, with good will and concerted effort on the part of the students, the support of the staff and the faculty, the trustees and alumni, we shall overcome."

Stellar said that he expected to form a search committee for a new dean of FAS immediately and that Gregorian would work closely with him to choose a successor as dean. Gregorian has announced that Associate Dean Robert Dyson will serve as acting dean from January 1 until a new dean is chosen.

### Biographical Facts

An Armenian born in Iran, Gregorian, 44, graduated from Beirut's College Armenian in 1955, then received a B.A. in history and humanities from Stanford University in 1958 and a Ph.D. in the same field in 1964. He taught at San Francisco State College until 1968, when he was appointed associate and then full professor of history at the University of Texas at Austin. He came to Penn in 1972 as Tarzian Professor of Armenian and Caucasian History.

As the first dean of the Faculty of Arts and Sciences, Gregorian took on the task of merging the faculties of the College of Arts and Sciences, the College of Liberal Arts for Women, the Graduate School of Arts and Sciences and four social science departments from the Wharton School (economics, political science, regional science and sociology).

When he accepted that position in 1974, he spoke of "40 demands" that he required the administration to meet before he would say yes. He summarized their four basic thrusts as being significant aid to the arts and sciences; central planning authority both for curriculum and structure as the various faculties merged; full responsibility for faculty recruiting, consolidation and expansion, including affirmative action for women and minorities; and increased attention to the "total environment" in which FAS and the University function.

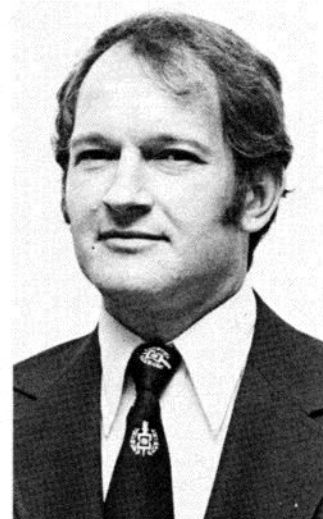
In accepting the provostship last week, Gregorian said he had "no conditions, just understandings."

As a scholar of Middle Eastern history and modern European intellectual history, Gregorian has published numerous articles and reviews. His major work is *The Emergence of Modern*

(Continued on page 2)



Vartan Gregorian



Jon C. Strauss

### Strauss Appointed V.P. for Budget and Finance

Jon C. Strauss, executive director of the University budget since 1975, has been named to the newly created post of vice-president for budget and finance, it was announced at the meeting of the executive board of trustees, Thursday, September 21.

Strauss's new position will combine responsibility for the formation of the University's \$359 million annual operating budget with management of comptrollership, collections, disbursement, cash management and financial reporting. Strauss will assume the post January 1, 1979.

Strauss, 38, holds professorial appointments in computer and information sciences in the engineering school and in decision science in the Wharton School and serves as faculty master of Stouffer College House. He came to Penn in 1974 as director of computer activities, after holding similar posts at the Technical University of Norway in 1970 and at Washington University in St. Louis from 1971-74.

Strauss received a B.S. in electrical engineering from the University of Wisconsin in 1959, a master's degree in physics from the University of Pittsburgh in 1962 and a doctorate in electrical engineering from Carnegie Mellon University in 1965.

President Martin Meyerson cited Strauss's "combination of financial and administrative skills, sensitivity to academic priorities and understanding of the nature of a research university." Vice-President for Administration D. Bruce Johnstone commented that Strauss, in his position as executive director of the University budget, had succeeded in installing at Penn "one of the nation's most sophisticated, decentralized university budgeting systems."

Meyerson announced two weeks ago (see Almanac, September 12, 1978) that the position of senior vice-president for management and finance would be phased out by the end of the calendar year, and that the office would be restructured through the creation of a new position of chief financial officer.

(GREGORIAN continued from page 1)

*Afghanistan, Politics of Reform and Modernization, 1880-1946*, published by Stanford University in 1969. Publication of another work, *Soviet Armenia*, by Hoover Institution Press at Stanford, is forthcoming.

Gregorian has received numerous awards and honors throughout his academic career. In 1976, he was awarded the Gold Medal of Honor of the City and Province of Vienna, Austria, and in 1977 the Silver Cultural Medal of the Italian Ministry of Foreign Affairs. In 1969, he won the Danforth Foundation's E.H. Harbison award for outstanding teaching. His work has been supported by grants from the Ford Foundation, the Guggenheim Foundation, the American Philosophical Society, the Social Science Research Council and the American Council of Learned Societies.

Gregorian lives with his wife and three children in Swarthmore.

### Campus Reaction

Gregorian's appointment was greeted warmly by members of the University community.

"We have in our new provost someone who follows a great tradition of distinguished holders of the post. His values, brilliance and devotion to the University all represent the educational leadership we need for the future," President Martin Meyerson said.

Paul F. Miller, Jr., chairman of the trustees, said, "The trustees are delighted at the choice of Dean Gregorian as our new provost. He commands immense respect as a scholar and leader, both on this campus and nationally." The executive board approved the appointment by acclamation.

Eliot Stellar, who last spring announced his intention to step down as provost on December 31, 1978, said, "Vartan Gregorian is a superb choice, and it honors both the office of provost as well as me personally. I chose him as dean of the Faculty of Arts and Sciences for the same qualities of leadership and scholarship as have led to his new post as provost." The executive board of trustees passed a resolution naming Stellar provost emeritus as of January 1, 1979.

Faculty Senate Chairman Irving Kravis said, "Dean Gregorian has been a very, very successful dean and I think I'm speaking on behalf of the entire faculty when I wish him success as provost. The University is fortunate in having such a distinguished scholar and outstanding academic leader to take up that difficult job."

David De Laura, chairman of the search committee that nominated Gregorian for the post, commented, "I am personally delighted with the choice. From the beginning, Dean Gregorian was an obvious candidate because of his strong reputation as an academician and as an educator, and because of his prominence currently as a dean.

"His known concern for undergraduate education was a particularly strong point in his favor since Pennsylvania has never been known for regarding undergraduate education as its chief business. There was a unanimous opinion on the committee that any new provost must have a special concern for the health of FAS and for the quality of undergraduate life in all the schools of the University."

Praise for the choice came from outside the campus as well as from within. John Silber, currently president of Boston University and a dean at Texas during Gregorian's years there, said: "Vartan Gregorian is one of the most imaginative and learned men I know. Although he is a superb teacher and a renowned historian, his most revealing quality is his unpredictable and compelling sense of humor—a magic carpet that carries his ideas and purposes to fruition with remarkable frequency and minimal opposition. He has the innocence of a baby, the integrity and dedication of a saint, and the political skills of a Talleyrand. A marvel of energy, wit, determination, winsome laughter and high idealism, Vartan Gregorian is a stunning choice as provost of the University of Pennsylvania. How fortunate you are."

## Langenberg to Leave Post as Vice-Provost

Donald N. Langenberg has resigned his position as vice-provost for graduate studies and research, effective by the end of the calendar year. Langenberg informed President Martin Meyerson and Provost Eliot Stellar of his decision September 11, but the resignation was not disclosed until September 21 at the meeting of the executive board of trustees. Langenberg's letter and a statement of appreciation from the president and provost follow.

### *Letter of resignation from Donald N. Langenberg:*

I have today (Monday, September 11) informed the president and the provost of my intention to leave the office of vice-provost for graduate studies and research at or before the end of 1978. I have done so because I believe that our provost's successor must have the widest possible latitude for building the administrative team which must wrestle with the enormous problems and challenges Pennsylvania faces. It has been a privilege to serve our great university in this administration, and I look forward to continued service in my role as a member of the faculty.

Since it seems customary to mention future plans in such circumstances, I would like simply to note that I intend to become reacquainted with my wife, children and other nice people I know; I intend to indulge myself in a surfeit of physics; and I intend to continue my involvement in various extramural activities devoted to maintaining the vitality of American science generally.

### *Statement of appreciation from President Martin Meyerson and Provost Eliot Stellar:*

It is with regret that we accepted Don Langenberg's letter of September 11. In four years of dedicated service as vice-provost, he has been instrumental in the development of research policy not only at Pennsylvania but also on the national level through his work as chairman of the Advisory Council of the National Science Foundation and as a member of the National Commission on Research, both of which activities he will continue. He has played a major role in the evolution of the structure of graduate education at Pennsylvania throughout this period. He has served far beyond the call of duty as chairman of the Space Committee, and as a wise counsel on a wide variety of issues. His national scholarly leadership includes chairmanship of the Division of Condensed Matter Physics of the American Physical Society. He will return to the faculty as one of our most distinguished professors of physics. He has been a most valuable colleague and we are greatly in his debt.

## Trustees

### Miller Outlines Reorganization

Saying that "we must organize ourselves more effectively," Trustees' Chairman Paul F. Miller, Jr., outlined a series of "informal suggestions" that would streamline the trustees' current committee structure. Miller presented his remarks at the open stated meeting of the executive board of trustees, Thursday, September 21.

Miller pointed out that there now exist 16 committees and subcommittees along with various overseer boards, and that some trustees serve on as many as 12 committees.

"We have been increasingly dependent on ad hoc committees and sub-committees rather than on formal standing committees. We have committees that operate without written charges and without regularized agenda. Such schedules should be made well in advance—by that I mean one year."

Miller said that the executive board should be involved in long-range planning and should themselves nominate trustees and associate trustees, rather than delegate this responsibility to a separate nominating committee. (Trustees are elected at meetings of the full board.) He said he hoped to strengthen committees by appointing staff liaisons to each committee, and that he planned



to reduce plenary sessions and increase substantive discussions at future meetings of the trustees.

"The trustees have another role today—we must be accountable to the public. The trustees must continue to attract outstanding people who feel they are dealing with substantive issues," he said.

Miller outlined a structure that would reduce the number of full committees that meet regularly from 16 to eight, and two special boards. These included: a committee on academic policy; a committee on student life; a committee on budget and finance; a committee on audit; a committee on operations; a committee on resources; a committee on University responsibility; and a committee on external relations. The two boards are the Investment Board and a board of trustees of the Hospital of the University of Pennsylvania. A nominations and honorary degrees committee might be on call, Miller said.

Miller invited comment from the trustees and University community.

In other business, the executive board passed resolutions welcoming the Global Interdependence Center; approving a line of credit of up to \$1.25 million for the Wharton Econometric Forecasting Associates; authorizing the renovation of Leidy Laboratory; allowing the start of construction of the Small Animal Hospital; and transferring the responsibility for the degree of master of governmental administration from Wharton to the School of Public and Urban Policy.

The trustees approved the appointment of Lee G. Copeland as dean of the Graduate School of Fine Arts (see *Almanac*, September 19, 1978). Also approved were the appointments of Margaret R. Mainwaring, Harvey S. Shipley Miller and Charles Warren Nichols to the board of the Institute of Contemporary Art; and Maurice English as a trustee of the University of Pennsylvania Press.

A final resolution instructed the administration to prepare "the resolutions necessary to effect the recommendations regarding the establishment of a trustee board" for HUP for consideration at the October meeting of the trustees.

Trustee John Eckman reported that as of September 11, the Program for the Eighties campaign had received \$151,501,078, or 59 percent of its \$255 million goal.

## News Briefs

### Giegengack Appointed BFS Head

Dr. Philip G. Mechanick, acting vice-provost for undergraduate studies and University life, has announced the appointment of Dr. Robert Giegengack, associate professor of geology, as faculty director of the Benjamin Franklin Scholars Program, effective immediately. Dr. Valerie Swain Cade left the post in September to become director of the University's Act 101 Program.

### Joint Subcommittee Formed

A joint subcommittee of the University Budget and Educational Policy Committees has formed to review academic planning processes and the income projections that guide planning. The committee will advise the president and the provost on priorities among University programs and the long-term distribution of program subventions.

The deans and their associates will be reporting on their planning processes and expected five-year staffing patterns at the committee's weekly meetings throughout the term.

Chaired by Provost Eliot Stellar, the committee includes Paul Taubman (chairman, E.P.C.), Vice-President for Health Affairs Thomas Langfitt (chairman, Budget Committee), Associate Provost James O. Freedman, F. Gerard Adams, Marshall Blume, Peter Nowell, John Quinn, Julius Wishner, Gary Gensler and Elise Silverstein. The joint committee is staffed by Jon Strauss, executive director of the University budget, and Robert Zemsky, director of planning analysis.

### Vaden to Direct P.R. for Health Affairs

H. Taylor ("Bud") Vaden has been appointed director of public relations-health affairs, according to Thomas W. Langfitt, vice-president for health affairs.

Vaden, formerly director of community relations at American Medicorp, Inc., has served as vice-president of Elkman Advertising, Bala Cynwyd, and as an administrative executive at Triangle Publications.

Vaden replaces Jack H. Hamilton, who joined the E. I. DuPont Corporation in June as a corporate speech writer.

### Wharton Receives HEW Grant

The Wharton School has received a \$192,000 grant from the Department of Health, Education and Welfare to expand its Management of Health Care Institutions program. Of the total amount given, \$57,000 will be used for student tuition and stipends, while \$135,000 will go toward program development, according to John C. Hershey, program director. The grant comes from the H.E.W.'s Bureau of Health Manpower.

The health care management program, now in its eighth year, is jointly supported by Wharton and the Leonard Davis Institute for Health Economics. The program combines management training with health related courses to prepare graduate students who seek management and planning careers in the health care field.

## Bulletins

### Religious Holidays

I would like to remind all faculty that Monday and Tuesday, October 2 and 3, and Wednesday, October 11, are days of religious observance for many students. Although classes will meet as scheduled, no examinations should be scheduled for these three days, and students should be allowed an opportunity to make up any assigned work without penalty.

—Eliot Stellar, Provost

### Global Interdependence Center Formed

The Global Interdependence Center, a joint project of the University of Pennsylvania and the World Affairs Council of Philadelphia, aims to promote study and discussion of major issues affecting interrelationships among nations today, while maintaining a neutral position on the desirability or undesirability of the current state of interdependence in the world. In a series of sessions during the spring of 1978, G.I.C.'s Interdependence Seminar brought together members of the faculty and of the Philadelphia community to consider such subjects as world economy, national sovereignty and disarmament, according to Humphrey Tonkin, coordinator, International Programs. A G.I.C.-organized meeting of experts on the management of the oceans has led to a continuing program of study and discussion in this area.

As part of its ongoing activities, G.I.C. plans to publish a series of booklets on aspects of interdependence. Each will be aimed at a general audience and will present a brief analysis of its chosen topic. Faculty members and others wishing to contribute manuscripts to this series should contact one of the two vice-chairmen of G.I.C., Professor Howard Perlmutter (Multinational Enterprise Unit, W-132 Dietrich; Ext. 7707) or Professor Humphrey Tonkin (International Programs Office, 133 Bennett; Ext. 4661). Manuscripts should be approximately 2500 words long.

### Publishing Seminars

Penn Periodicals will sponsor five seminars on publishing, with topics to include the new copyright law, postal regulations, word-processing equipment and marketing of scholarly journals. Curtis Barnes, director of communications services at Penn, will discuss the role of the publications office, at the first seminar, October 4, noon to 2 p.m., Lower Mosaic Gallery, University Museum. Representatives from University publications are invited to attend. Call Alan Luxenberg at Ext. 7698 for reservations.

# Affirmative Action: A-1 Hiring



OF RECORD

The University is committed to the hire, promotion and compensation of employees without regard to sex, race, minority group or other such attributes, and to the devising of new policies which will in time eliminate all existing patterns of under-representation or discrimination.

Fundamental to a program of affirmative action is a search process for qualified candidates among women and minority groups. In order to document more completely the extent of the search process, the following procedures will be followed for all administrative and professional staff appointments to existing or newly created positions (paid predominantly from A-1 funds) except those filled through consultative committee process. For positions filled through the consultative process, the committee should be constituted to provide representation from women and members of minority groups and should be conducted so as to bring the vacancies to the attention of qualified minority and female candidates and to ensure the inclusion of such candidates in the candidate pool.

1. Notices of vacancies, whether new positions or occurring as a result of a termination, must be filed with a "Request for Employee Services" form in the personnel office. A brief job description must accompany each such notice. A request for a new position will be referred to the hiring review committee. Requests to fill existing positions will be evaluated by the personnel office. No further processing can take place until these reviews have been completed. Hiring officers will be notified of the review results.

2. All vacancies must be advertised internally by the personnel office for at least seven days before they may be filled. During this period, the director, supervisor or other officer responsible for the hiring, and the personnel office will make every effort to reach a broad candidate pool in which women and members of minority groups are represented. If hiring officers have difficulty in establishing a candidate pool for minorities, women and handicapped, they should contact the office of equal opportunity and personnel for suggestions. Particular effort will be directed toward potential candidates in senior A-3 or entry level administrative and professional positions.

3. The "Statement of Compliance" must be submitted to the personnel office after a search has been completed but before a commitment has been made to a candidate. There will be no further processing until notification by the personnel office that the statement of compliance has been approved.

4. The executive director of personnel relations or a designee has the responsibility of approving compliance forms. The executive director may call upon the advice of the office of equal opportunity. Disapproval must be communicated to the administrator responsible for the request for personnel action within four working days of receipt of the necessary papers. Disapproval at this level requires an additional period of active recruitment during which time special efforts will be made to find qualified women and minority group candidates. At the end of this period, a recommendation for appointment will be approved unless again deferred by action of the appropriate dean or vice-president acting upon recommendations from the executive director of personnel relations and the administrator of the office of equal opportunity.

5. All positions must be offered to the candidate best meeting the qualifications specifically relevant to that job. Following the principle of the resolution passed by the University Council on June 22, 1971, and the provost's memorandum of September 15, 1971, it shall be the policy of the University in filling administrative and professional positions to give special consideration to women and minority persons when all other relevant considerations fail to provide a basis for clear choice among the top candidates.

## Note:

*The concept of race as used by the Equal Opportunity Commission does not denote clear-cut scientific definitions of anthropological origins. A candidate may be included in the group to which he or she appears to belong, identifies with or is regarded in the community as belonging. The five race/ethnic categories are defined as follows:*

1. **White (not of Hispanic origin):** All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.

2. **Black (not of Hispanic origin):** All persons having origins in any of the black racial groups of Africa.

3. **Hispanic:** All persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.

4. **Asian or Pacific Islanders:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands and Samoa.

5. **American Indian or Alaskan native:** All persons having origins in any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.

## Statement of Compliance with University of Pennsylvania Affirmative Action Program Administrative and Professional Appointments

To: Executive Director of Personnel Relations

Re: Selection of \_\_\_\_\_ for \_\_\_\_\_  
(Name of Candidate)

\_\_\_\_\_ in the department  
(Job Title) (Grade)

of \_\_\_\_\_, effective \_\_\_\_\_  
(Date)

The request for Employee Services form was advertised by the Personnel Department on \_\_\_\_\_.

(Federal law requires that all jobs are advertised for seven days before a candidate is selected.)

A.1 Search for applicants included (check where appropriate and give examples):

\_\_\_ Personnel Department referrals

\_\_\_ Advertising in the following media: \_\_\_\_\_

Solicitation of names from:

\_\_\_ Other departments at Pennsylvania

\_\_\_ Other universities

\_\_\_ Government, community, and/or professional organizations

\_\_\_ Other

Please describe: \_\_\_\_\_

**Note:** If there is difficulty in identifying a candidate pool, consult with the Office of Equal Opportunity or the Employment Office for guidance.

A.2 The candidate selected came to attention via what means?

B.1 How many applications/resumes were received for consideration for this position?

\_\_\_\_\_. How many were interviewed? \_\_\_\_\_

B.2 How many of these were received from women? \_\_\_\_\_ Attach the resume of the most qualified woman candidate. Please list name \_\_\_\_\_

B.3 How many of these were received from members of a minority group? \_\_\_\_\_  
Attach the resume of the most qualified candidate known to be a member of a minority group.  
Please list name \_\_\_\_\_

B.4 How many of these were received from a handicapped applicant? \_\_\_\_\_  
Attach the resume of the most qualified handicapped candidate. Please list name. \_\_\_\_\_

B.5 How many were received from University employees? \_\_\_\_\_ Attach the resume of the most qualified University candidate. Please list name \_\_\_\_\_

B.6 Attach the resume of the candidate selected.

In your judgment, does the recommendation appear to be in compliance with the University's Affirmative Action Program, with respect to the following:

C.1 Was the search sufficiently broad and well calculated to produce the names of serious female, handicapped and minority applicants or prospects? YES ( ) NO ( )

If no, explain \_\_\_\_\_

C.2 Was the evaluation process sufficiently broad and intensive so that a sufficient number of prospects including female, handicapped and minority persons were given serious consideration? YES ( ) NO ( )

If no, explain \_\_\_\_\_

C.3 Please comment on any unusual difficulties which you may have encountered.

To the best of my knowledge, all affirmative action guidelines have been adhered to in conducting the search for this position.

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Title)

\_\_\_\_\_  
(Date)



On the basis of my review of this recommendation, I certify that University policies regarding affirmative action have been observed.

\_\_\_\_\_  
Executive Director of Personnel or Representative

\_\_\_\_\_  
(Title)

\_\_\_\_\_  
(Date)

*If a search has not been properly conducted or this form has not been completed correctly, approval to hire may not be granted.*

## Report of the Council on Equal Opportunity

The Council on Equal Opportunity considers this past year fruitful in terms of its meetings, deliberations and progress.

The council consists of 34 members, and approximately 15 to 20 members or more attend the monthly meetings. The spirit, enthusiasm and objectivity of those regularly attending has made it possible to clarify, through recommendations and written procedures, affirmative action precepts and personnel management techniques.

### A-1 Compliance Forms

One of the problems associated with the monitoring of A-1 hiring was, and still is to a much lesser degree, departments that made job and salary offers without completing the compliance requirement. It was clear to the council that the previous A-1 compliance form was inadequate. This form has been revised, printed and distributed. The council recommends that personnel representatives, faculty, affirmative action officers and other designated individuals closely monitor the revised procedure to insure that A-1 hiring be carried out in compliance with affirmative action guidelines.

### Grievance Procedure for Staff

Generally, the council found the existing grievance mechanism adequate. Minor changes to insure a prompt response to employee grievances were made. The new grievance procedure has been published in *Almanac* (May 23, 1978) and copies are made available to all new employees.

A subcommittee of the council will meet periodically with the administrator of the office of equal opportunity to review the effectiveness of the grievance procedure.

### Faculty Affirmative Action Forms

One of the biggest accomplishments of the council has been to assist the provost's office in the drafting and finalization of faculty compliance procedures for hiring, reappointments and promotion. These forms have been distributed to all the schools within the University to be used by all responsible committees.

The advantages of these standardized procedures are that all schools are now aware of the need for a broad search which includes minorities and women.

### Clarification of the Process in Tenure Decisions

The council has attempted to find out the basic guidelines that go into the decision making process at the departmental and school level.

The provost's office has discussed informally with the council what the provost's staff conference considers important in such decisions. The provost's office has also clarified the position of the affirmative action officers who are monitoring the affirmative action procedures.

### Salary Equalization

The council has suggested a thorough salary survey to examine any inequities that might exist relating to female salary scales as well as white-minority salary scales. The council will take an overview of this concern in the fall. Both faculty and staff salary ranges are expected to be reviewed.

### Goals and Time Tables

The council is aware that it is time for a review of the University's goals and time-tables for hiring and promoting minorities and

women. The council expects to review the goal setting procedures and assist the administration in the establishment of short and long term goals. Although some affirmative action issues may be in doubt in the aftermath of the Bakke case, it is legal and expected under federal guidelines that reasonable targets and time frames will be established by institutions such as ours in the hiring and promotion of minorities and women in the interest of equal opportunity and affirmative action.

### Black Presence

The council, along with Black Faculty and Administrators, is anxious to assist in the identification of ways in which the proposals recommended in the black presence report may be further implemented. It seems clear that if we are to move beyond lip service to this all important effort, the need for workable strategies is in order.

### Program for the Handicapped

The council is aware that some of the steps regarding this program require barrier removals and renovations to provide accessibility to buildings by the handicapped. Efforts in this direction are taking place. It is our understanding that personnel shifts are being made to better coordinate the overall program. The council expects to assist in any way it can to make affirmative action for the handicapped a viable program on campus.

### Title IX

The council is aware that some progress has been made in the area of Title IX compliance within the University. In the fall the council expects to review the University's program and, where necessary, make recommendations for improvement.

### Promotional Opportunities

#### —Training and Personnel Development

Dr. Madeleine M. Joulle, chairperson, addressed a letter to Paul Gaddis, senior vice-president for management, on behalf of the council and in support of greater promotional opportunities for staff through training and personnel development opportunities.

Mr. Gaddis responded indicating general agreement with the University's lack of a systematic training and personnel development program. He further indicated that several positive steps have been taken, such as the reinstitution of performance appraisals, updating and creating job descriptions, promotions from within, orientation programs through personnel representatives, and staff encouragement in taking University courses.

He indicated the administration's willingness to meet with the council and explore training needs and training resources.

### Faculty Grievance Procedure

The council is greatly concerned about the absence of a grievance mechanism for faculty. The absence of an effective grievance system makes it extremely difficult for minorities and women to properly address alleged cases of discrimination internally. Unresolved grievances and the absence of a grievance procedure leave the University in an extremely awkward position as viewed by regulatory agencies such as the office for civil rights, HEW: Equal Employment Opportunity Commission, the Pennsylvania and the Philadelphia Commissions on Human Relations.

The council is anxious to see the reinstitution of an adequate faculty grievance procedure.

—August 10, 1978

# Speaking Out

## A Modest Proposal

To the Editor:

Martin Meyerson's decision to resign as president in 1981 signals a critical period of transition for the University of Pennsylvania. The turnover in key administrative positions that usually accompanies presidential changes will in this case be accelerated. Eliot Stellar's term as provost expires at the end of 1978. It is announced that Paul Gaddis will give up the duties of senior vice-president for management and finance at the same time. The question of who will fill these and other relinquished offices before we get a new president is crucial. Will the new provost be a presidential appointment? Will there be two provosts in rapid succession, one to serve until 1981, and the other to take over with the new president?

Now is the time to consider the unhappy likelihood of a protracted lameduck administration staffed by a series of "acting" assistants. Such an interim administration, lacking well-defined, long-range goals and a sense of identity under a strong president, can hardly provide the decisive leadership and purpose to carry Pennsylvania into the 1980's.

I therefore propose, in the interest of avoiding a lameduck situation and promoting continuity in planning, that the new provost be selected by a search committee with an eye to the candidate's qualifications for the presidency. If the new provost can also be considered a strong candidate for president when that position becomes available, the presidential search committee and the University

at large will have a chance to observe the candidate in action and the provost will have a chance to perform as chief academic officer of the University before proceeding to the presidency.

This plan offers two advantages: 1. It allows the University to look over a presidential candidate before making the final commitment; and 2. It allows a likely candidate to learn the ropes before coming to the office of president. Working with President Meyerson during the transitional years 1979-81, the new provost can ease the transfer from one administration to another.

—E.C. van Merkensteijn  
Director, Administrative Services  
Lecturer, Management, Accounting  
and Public Management  
September 5, 1978

*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, Charles Dwyer and Irving Kravis for the Faculty Senate; Valerie Pena for the Librarians Assembly; Shirley Hill for the Administrative Assembly; and Virginia Hill Upright for the A-3 Assembly. Copies of *Almanac's* guidelines for readers and contributors may be obtained from *Almanac's* offices at 513-515 Franklin Building.

## Openings

The following listings are condensed from the personnel office's bulletin of September 21, 1978. Dates in parentheses refer to the *Almanac* issue in which a complete job description appeared. Bulletin boards at 14 campus locations 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

**Applications Programmer** (9-12-78).

**Assistant Bursar** (two positions) is responsible for mailing bills to students. College graduate, experience in student loan legislation and procedures. \$13,250-\$18,575.

**Assistant Director, Annual Giving II** (9-12-78).

**Assistant Director, Wharton Graduate Alumni** (9-12-78).

**Assistant to Director** (two positions—9-12-78).

**Assistant Regional Director** assists in administering programs designed to identify and recruit high school students. College graduate, three years' experience. \$10,050-\$14,325.

**Associate Director** (9-12-78).

**Associate Director for Maintenance Operations** (9-12-78).

**Business Administrator I** (two positions) (a) (9-19-78); (b) prepares and supervises operation of budget (graduation from business college or certification by a college or university with course work in business administration, three years' experience). \$9,275-\$13,000.

**Business Administrator III** (9-12-78).

**Business Administrator IV** (9-12-78).

**Coach** (9-12-78).

**Coach Assistant** (9-12-78).

**Controller** (9-12-78).

**Coordinator, Alumni Placement** (9-12-78).

**Director, Small Animal Hospital** (9-12-78).

**Director of Facilities Management** (9-12-78).

**Director of Fraternity Affairs** is responsible for budget and physical plant administration of 22 University-owned houses and student personnel. College graduate with classes in psychology, counseling. \$10,050-\$14,325.

**Director of Patient Assignment** (9-12-78).

**Engineer, Maintenance** (New Bolton Center) (9-12-78).

**Engineer, Pressure Chamber** (9-19-78).

**Junior Research Specialist** (two positions) (a) (9-12-78); (b) makes solutions, assists in protein preparation and enzyme assays (B.A. in biology, lab experience). \$9,275-\$13,000.

**Librarian II** (9-12-78).

**Library Department Head III** (9-19-78).

**Manager of Auxiliary Services** maintains student loan accounts. College graduate, experience in student loan procedures. \$11,525-\$16,125.

**Placement Counselor** (9-12-78).

**Research Specialist I** (four positions) (a) (three positions—9-12-78); (b) works on platelet immunology (master's degree in biology or chemistry or three years' experience working with isotopes). \$10,050-\$14,325.

**Research Specialist II** (four positions) (a) (three positions—9-12-78); (b) conducts research for Sumerian dictionary (cuneiformist and Sumerologist). \$11,525-\$16,125.

**Scheduling Coordinator** (9-19-78).

**Senior Systems Analyst** (three positions) (a) (9-12-78); (b) (two positions—9-19-78).

**Senior Systems Programmer** (9-12-78).

**Staff Writer I** composes letters of acknowledgment. College graduate, familiarity with fund raising helpful. Writing samples should be submitted. \$9,275-\$13,000.

**Systems Analyst** (9-12-78).

**Terminal Manager** (9-12-78).

### Support Staff

**Administrative Assistant I** (five positions) (a) (two positions—9-12-78); (b) (9-19-78); (c) prepares time sheets, journal entries, correspondence (familiarity with AV terminology, two years' experience); (d) maintains, reviews and updates files, handles and processes manuscripts (high school graduate, ability to use word processing machine). \$7,150-\$9,150.

**Administrative Assistant II** (two positions) (a) (9-12-78); (b) (9-19-78).

**Assistant Equipment Manager** (9-12-78).

**Billing Assistant** (37½ hours per week) discusses billing with and counsels patients, handles telephone and written correspondence. High school

degree, bookkeeping experience, accurate typing. \$7,675-\$9,425.  
**Bookkeeper** is responsible for typing, correlating income and tickets from parking lot operations and issuing stickers and applications. Accurate typing and ability to deal with public. \$6,700-\$8,575.  
**Cashier** (9-12-78).

**Clerk I** delivers documents, assists in laboratory glassware washing, disposes of radioactive waste. High school graduate. \$5,050-\$6,450.  
**Clerk III** (9-19-78).

**\*Computer Terminal Operator** (9-19-78).

**Coordinating Assistant I** (9-12-78).

**Dental Technician II** (9-12-78).

**Junior Accountant** (seven positions) coordinates data and accounting records, checks records for information, assists in preparing reports. High school and some college education, courses in accounting. \$7,150-\$9,150.

**Instrumentation Specialist** (9-12-78).

**Library Clerk** (9-12-78).

**\*Network Supervisor** (9-19-78).

**Payroll Clerk** processes time report forms and personnel action forms. High school graduate, two years' experience. \$7,150-\$9,150.

**Police Officer, University** (9-12-78).

**\*Psychology Technician I** assists in preparing grants and papers for publication, types, takes dictation, pays bills. B.A. in psychology or related field and some secretarial experience. \$8,625-\$11,050.

**\*Radiology Technician** (9-19-78).

**Recorder** (9-12-78).

**Research Bibliographer I** (9-12-78).

**Research Bibliographer II** (9-12-78).

**Research Laboratory Technician II** (three positions) (a) (9-12-78); (b) (two positions—9-19-78).

**Research Laboratory Technician III** (seven positions) (a) (five positions—9-19-78); (b) makes solutions, assists in protein preparation, performs enzyme assays, works with spectrophotometer (B.A. biology); (c) performs laboratory analyses, responsible for experiments, assists in research (college degree, science major preferred, research lab experience). \$8,625-\$11,050.

**Secretary II** (19 positions). \$6,225-\$7,975.

**Secretary III** (11 positions). \$6,700-\$8,575.

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

**Secretary IV** assists director, handles confidential material. Types and takes shorthand. \$7,700-\$9,850.

**Stack Attendant** (two positions—9-12-78).

**Technical Secretary** (9-12-78).

## Part-Time

Details on three administrative professional and 22 support staff positions can be found on campus bulletin boards.

## Things to Do

Send information for listings to Almanac, 515 Franklin Building/16. Deadline for inclusion is the Tuesday before the Tuesday of the issue in which the listing will appear.

### Lectures

Dr. Mary Douglas, director for research on culture, Russell Sage Foundation, and author of *Purity and Danger*, reviews *Evans-Pritchard's Contribution to the Sociology of Religion* September 27, 2 p.m., University Museum, Rainey Auditorium. § The South Asia regional studies department and the University Museum begin an eight-week series on India. This week: the *Indian Caste System* with Dr. Arjun Appadurai of the South Asia regional studies department, September 27, 5:30 p.m., University Museum, Rainey Auditorium. § Dr. Donald E. Smith, professor of political science, discusses *Problems of National Integration: Traditional Group Loyalties and Governmental Policies in South Asia* in the Political and Social Transformation in South Asia seminar series, September 28, 11 a.m., University Museum. § Dr. Alan Wilson, chairman of the geography department, University of Leeds, U.K., analyzes *Nonlinear and Dynamic Models for Urban and Regional Studies* September 28, 1 p.m., Room B-4, Fine Arts Building. § Dr. D. K. Bowen, Department of Engineering Science, University of Warwick, U.K., concludes his lecture series on *X-Ray Topography in Metallography* September 29, 2 p.m., LRSM Building, Room 105. (The lecture was originally scheduled for September 26.) § *Continuous Gas Embolism in Isobaric Counterdiffusion* is discussed by Dr. Christian J. Lamberts, director of the Institute for Environmental Medicine, in a respiratory physiology seminar October 3, 12:30 p.m., physiology library, fourth floor, Richards Building.



*The Trinity Square Repertory Company's production of American Buffalo by David Mamet opens the Annenberg Center's Off-Broadway's Best Series on October 4, remaining through October 15 (preview Oct. 3).*

### Film

The Latin American Cinema presents *Vidas Secas* September 27, 7:30 and 9:30 p.m., Hopkinson Hall, International House; \$1.50. § International Cinema features a double-bill of *The American Friend* (September 28, 7:30 p.m.; September 29, 4 and 9:30 p.m.) and *The Exterminating Angel* (September 28, 9:45 p.m.; September 29, 7:30 p.m.). Hopkinson Hall, International House; \$1.50 evening, \$1 matinee. § The Penn Union Council brings *The Goodbye Girl* to Irvine Auditorium September 30, 7:30 and 10 p.m.; \$1. § The Institute of Contemporary Art focuses on 20th century sculpture with a *Masters of Modern Sculpture* film series. On October 3, *Beyond Cubism* (6:30 and 8:30 p.m.) and *The New World* (7:30 and 9:30 p.m.) will be shown in ICA's Fine Arts auditorium; \$2 general public; \$1 ICA members, students and persons over 65.

### Music

A concert featuring *South Side Johnny and the Asbury Jukes* follows the Penn-Lehigh football game September 29. Call Ext. 5284 for details. § *The Penn Contemporary Players*, directed by Richard Wernick, opens its season September 30, 8:15 p.m., in the Lang Concert Hall, Swarthmore College. The group will perform *Night Music I* by George Crumb, Gerald Levinson's *Night Dances/Stones Sing* and Stravinsky's wind *Octet*. § International House sponsors an evening of *Square Dancing* October 3, 8 p.m., Hopkinson Hall, International House; \$1 non-members.

### Mixed Bag

Two workshops for A-3 employees will take place today at noon and 1 p.m. on the second floor of Houston Hall. Subjects include retirement program, benefits, reclassification and salary information. § *Morris Arboretum* presents *The Role of the Urban Arboretum* at its first associates' evening on September 26, Woodmere Art Gallery, 8 p.m. The arboretum plans a visit to the *Ladew Topiary Gardens and Nemours*, Monkton, Maryland, October 4; \$25 members, \$30 non-members. For details, call CH7-5777. § *Resources for Women* sponsors an open house September 26, 10:30 a.m. to noon, in the Women's Center, Houston Hall East. § The Weightman Society invites alumni to a *Barbecue* preceding the Penn-Lehigh football game, September 29, 5 p.m., to be followed by a concert featuring South Side Johnny and the Asbury Jukes. Call Ext. 7811 for details. § The *Penn Track Team* meets Columbia and Harvard September 29 in New York. Call Ext. 6128 for information. § *Faculty Club* members are invited to a prime-rib buffet preceding the Penn-Lehigh football game, September 29, 5-7:30 p.m. For reservations, call Ext. 4618. § A-1 and A-3 employees can purchase specially priced tickets for the *Penn-Columbia football game* at Franklin Field, October 7. Tickets (\$2 for reserved seats and 75¢ for general admission) can be purchased in the Franklin Building lobby, between noon and 2 p.m., October 2, 3 and 4. § The *Robert P. Levy Tennis Pavilion* announces its 1978-79 fall and winter contract plan. Call Ext. 4741 for information.

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