

# Almanac

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## Summing Up

by Eliot Stellar

*Eliot Stellar will retire from the post of provost at the end of this month and return to teaching and research. Dean of Faculty of Arts and Sciences Varian Gregorian will assume the provostship on January 1.*

After seven years of direct concern with all aspects of the academic life and aspirations of the University, I believe I have a perspective that will stand us in good stead and remind us all of our great strengths as we come through difficult financial times and a period of self doubt. We've accomplished a great deal in the last seven years. In the first of these (1972), I was co-chairman of the Development Commission with Bob Dyson. We laid down a blueprint for the academic future of the University that was enthusiastically endorsed by the president, the trustees, faculty, staff and students in all councils and segments of the University. For the last six years, as provost of the University, I have had the privilege of working with the president, the deans and other academic administrators in implementing most of the Development Commission's 94 recommendations and a good deal else of academic and administrative importance besides.



We can all be proud of how far we have come in framing and fulfilling the mission of the University. As the term of a new provost begins, I am sure we will reexamine our directions and our way of doing things. But it will be helpful to remind ourselves where we are coming from, for we can succeed only if we go forward with a sense of pride in what we have been and what we are.

The summing up begins with basic axioms and principles. First and foremost is the fundamental premise that we are an *independent and secular research university, dedicated to both the development of knowledge and its transmission to succeeding generations of students*. Everything else we do is in the service of those two goals. Second is our commitment to academic quality and excellence in the achievement of these goals. Since we have been realistic enough to know that we cannot do everything well, we've lived by the principle of *selective excellence*, which means that we have to eliminate or reduce certain worthwhile activities in order to be able to put our resources and our energies into our best and most important activities. Third, since we are fortunate enough to be on one campus and to have a tradition of interdisciplinary cooperation, we have fostered the concept of *One University* and made it a practice especially Pennsylvania's. Neither selective excellence nor the One University idea, however, has worked perfectly in practice, but we've made significant headway toward them, and they remain important principles to guide us in the future.

Now, how can we best sum up what we have achieved? It is not enough to point to our strong deans and the decentralization of academic responsibility to the schools, nor to the excellent faculty appointments we have made, nor to the bringing together of a strong Faculty of Arts and Sciences, nor the development of an excellent academic management system, nor even the mounting of a major fund raising campaign. We need to ask about the ends that

these means serve and how far we have come in achieving our academic purposes in research and education. Let me try to do the summing up in 10 main points.

1) **The University of Pennsylvania is successfully working toward a combination of the liberal arts and sciences with the professions in its research as well as its educational programs.** This is the heritage of Benjamin Franklin, who sought, in the founding of the University, to combine the theoretical and the practical. It is the theme of "One University," of the interschool and interdisciplinary programs, centers and institutes we have developed in recent years. It is the reason for the centrality of the Faculty of Arts and Sciences and its formation in the first place, for without liberal arts and sciences programs, strong in their own right and interacting with the professional school programs, there can be no strong University of Pennsylvania.

2) **We have put into practice the principle of selective excellence.** We work toward that goal all the time in our departments, our schools and in other academic programs. We know we cannot do everything well, yet we must maintain certain programs that are central to our existence. Of those, the highest priority goes to the ones which are also excellent or we believe can achieve excellence. Some programs of value simply cannot be maintained (SAMP, diploma nursing); some we have consolidated into their strongest academic thrusts (education). Some programs are of such extreme intellectual and academic value that we must subsidize them heavily in order to preserve their excellence, for example, our studies in ancient Oriental languages.

3) **We have set lofty goals for our professional schools and insist they must meet three criteria of academic quality:** (a) training highly competent practitioners who can continue their own education and be leaders in the practice of their profession, (b) training excellent teachers and scholars in the profession and (c) significant contribution to the knowledge base of the profession. We have gone far toward these goals in our professional schools by our insistence upon academic excellence in all faculty appointments and by helping professional schools develop joint programs with each other and with the arts and sciences. For example, there are: the Wharton-Engineering Management and Technology Program, medicine and Wharton's Leonard Davis Institute of Health Economics, the Wharton and Arts and Sciences Center for Organizational Innovation, the arts and sciences-medical-dental-veterinary biomedical graduate groups, the law-public policy joint JD/PhD program.

4) **We have succeeded in developing first-class undergraduate educational programs, tailored to the individual.** We entered the 70s with a new emphasis on undergraduate education. This we have pursued through encouraging the undergraduate schools to develop the strongest bachelor's program and to select the most able students. We have also encouraged the undergraduate schools to work together to enrich the undergraduate student's experience through the living-learning program of the college houses, freshman seminars, independent study with faculty from graduate-professional schools as well as undergraduate schools; through special programs like the University Scholars (bachelor's-doctor's and bachelor's-professional programs) and Benjamin Franklin Scholars programs; through independent majors, dual majors and submatriculation (bachelor's-master's programs). Now we are looking at the core of the undergraduate curriculum, general education.

**5) For a decade we have had the goal of seeking diversity on the campus, particularly through the recruitment of minorities and women in the faculty, student body and staff.** We have come a long way in enriching the University by increasing the presence of previously under-represented groups in our ranks. For example, we can point to our black presence and Afro-American studies activities, reasonably successful minority undergraduate and professional school student recruitment, recruitment of women students to all of our schools, our women's studies program and our women's center and now our United Minorities Council. We have added women faculty and black faculty and are much better represented in our staff by women and blacks. But we need to do more and are still badly under-represented in the faculty, in our PhD programs and in the ranks of top administrators.

**6) We have sought to capitalize on our urban and metropolitan setting in attracting students and faculty and in becoming an international as well as a national university.** We have been leaders in the Delaware Valley Seminars in education; we have had inter-university cooperative programs with Bryn Mawr, Haverford and Swarthmore. We have made some progress in achieving our goals for cooperative arrangements with the Commonwealth government and with local business and industry. Further, we are able to enrich our students with work experiences with business and industry and by helping them to participate in the cultural life of the city.

At the international level, we have developed exchange programs with Edinburgh, the Israeli universities, Cairo, Pahlavi, Compiègne, the Sorbonne, etc. These have provided enriching opportunities for our students and faculty alike and have opened new avenues for the University of Pennsylvania.

**7) We have made much headway in improving the quality of life on the campus.** We built on the idea of University City begun by President Harnwell and have actively encouraged the faculty to move into the vicinity of the University. We fostered recreation, athletics and the arts for the benefit of students, faculty, staff and our community neighbors. We provide a wide range of housing alternatives for students—from the Quadrangle to high-rise apartment living, from dormitories and fraternities to college houses. The University closed city streets that cut through the campus and put a footbridge across Thirty-Eighth Street so that we became a green, pedestrian campus of 250 acres on the edge of the city. Gradually, we have beautified the campus with walks, trees, benches and gardens. We encourage a range of student activities in clubs, publications, lectures, drama, music, film, radio, television, and we encourage the joint participation of faculty and students living together in college houses.

**8) We have mounted a major fund raising campaign, in which we have emphasized the support of people and programs, to increase our endowment and improve our operating budget.** President Meyerson's *Directions for the University of Pennsylvania in the Mid-Seventies* (1972) and the *Development Commission Report* (1973) both set the stage for a major fund raising campaign, the Program for the Eighties. This \$255 million campaign was to help us implement the achievement of the academic goals that make up the mission of the University. The campaign was directed toward funding people and programs (endowed chairs, scholarships, program money) rather than new buildings, and became all the more important as inflation and fiscal stringency starved us for operating funds. In three years, 60 percent of the campaign goal has been realized.

**9) We have improved the management of the University so as to achieve both academic and fiscal accountability.** One of the greatest challenges of the 70s is how to preserve academic quality while facing the fiscal demands of an inflationary economy. The University of Pennsylvania has faced this challenge squarely and is now far ahead of most of its peer institutions in both academic and fiscal planning and accountability. To implement the goal of accountability, we moved to decentralized academic planning in each of the schools and programs and to a system of responsibility center budgeting which put much of both academic and budgetary

decision making at the level of the schools. This put responsibility where the teaching and research were taking place and held the deans and their departments accountable through a system of reviews and evaluations performed under the auspices of academic administrators and the Educational Planning Committee of the University. The administration of the University, in turn, is held accountable by all of its constituencies, and of course, ultimately the trustees. We have had to develop information systems for both academic planning and fiscal management in order to be accountable to our internal constituencies, and to the external constituencies in the federal government and the Commonwealth which provide us substantial support in grants and appropriations. This we have done.

**10) We have developed machinery throughout the University for academic planning and self-evaluation.** We have made much headway toward continuing academic planning, self-evaluation and the implementation of changes that are necessary to define and achieve the mission of the University as we move into the 80s and toward the end of the twentieth century. Planning and programming must be underpinned by the attraction and selection of excellent people as students, faculty and academic administrators. We must set academic goals and then match our goals with resources through selective growth and selective retrenchment, through fund raising and through increased productivity and effectiveness on everyone's part.

In summing up, then, I say we have much to be proud of at the University of Pennsylvania. We have faculty and academic programs second to none. I am particularly proud of the distinguished faculty members we have attracted under our Faculty Reinvestment Fund, and I am gratified with the way our high standards for appointment and promotion have contributed so constructively to faculty development. We also have first-class students and seek always to raise our standards of both quality and diversity in our student body. We have the ability to maintain and improve our standards even as we face continuing financial stringency and the demographic threat of fewer college-age students. The best support we can give to our new provost and to the president is to build on what we have achieved and be proud of what we are and can become.

## News Briefs

### Kardon Named ICA Director

Janet Kardon, director of exhibitions at Philadelphia College of Art (PCA) since 1975, has been chosen as the new director of the Institute of Contemporary Art. Kardon's appointment was announced by President Martin Meyerson on December 7.

Kardon succeeds Suzanne Delehanty, newly appointed director of the Neuberger Museum of the State University of New York, College at Purchase. Assistant Director Michael Quigley will continue to serve as acting director until January 1, 1979, at which time Kardon will assume her new duties.

A graduate of Temple University with a B.S. in education, Kardon earned a master's degree in art history from Penn in 1966. A lecturer at PCA from 1968 to 1977, she taught courses on twentieth century culture and recent American art.

Kardon's work for the PCA gallery included: "Alice Aycock—Projects for PCA" (1978), "Seventies Painting" (1978), "Time" (1977) and "Artists' Sets and Costumes" (1977).

Kardon, a member of the ICA advisory board since 1970, served as board chairman from 1972 to 1975; as director-designate, she has resigned from the board.

Other board affiliations include the Friends Advisory Board of the Whitney Museum of American Art, 1974-76; the Twentieth Century Committee of the Philadelphia Museum of Art, 1975-present; the Nexus Gallery, 1976; and the Philadelphia Fabric Workshop, 1977-present. Kardon is a member of the American Association of Museums, the College Art Association and the International Art Critics Association.



## Wharton Untenured Professorships Protested

I reported in *Almanac*, November 7, 1978 and to the Faculty Senate at its meeting November 15, 1978 that the Senate Advisory Committee, acting on behalf of the Senate, had recommended to the administration that it approve a Wharton School proposal to create two untenured professorships carrying titles of the form "Practice Professor in \_\_\_\_\_." A petition signed by 21 members of the faculty protesting the SAC action was filed within the two week period allowed by the rules of the Senate for such a petition to be entered. The rules provide that the Senate Advisory Committee may in such instances submit the matter for decision to the entire Senate at a special meeting, at the next regular meeting or by means of a referendum. At a SAC meeting on December 6 the alternatives were discussed with Richard Clelland representing the Wharton School and Lucy Creevey and Morris Mendelson representing the petitioners. It was agreed to place the matter on the agenda of the next regular meeting of the Senate.

—Irving B. Kravis,  
Chairman, Faculty Senate

## Students' Religious Holiday Proposal Rejected

The following letter has been signed by all members of the Senate Advisory Committee now in residence, with the exception of one member who favors making the three religious holidays University holidays.

To members of the faculty:

You are doubtless aware of the student proposal to have the University calendar altered so as to suspend classes for certain religious holidays, including the Jewish New Year and Day of Atonement and Good Friday. The Senate Advisory Committee, while understanding the valid reasons for this proposal, nevertheless feels that it would be unwise in view of the secular character of our University to move in this direction. SAC considers that the present policy of the University, which is designed to permit students to observe these religious holidays without overt or unintended academic penalties, is the wiser course.

Unfortunately, there appear to have been cases in which the spirit and even the letter of the existing rules have not been followed by members of the faculty. In some cases, faculty members may not have been aware in advance of the dates of the holidays. We are requesting that the administration list the dates in the official University calendar with a reminder to the faculty about the scheduling of required class activities.

We believe it is imperative that the rules be adhered to in a generous spirit. We urge this course on all our colleagues.

—Senate Advisory Committee  
Jean Alter (*Romance languages*)  
Eugenio Calabi (*mathematics*)  
Anna-Marie Chirico (*medicine*)  
Peter Conn (*English*)  
Helen Davies (*microbiology*)  
Charles Dwyer (*education*)  
Ronald Frank (*marketing*)  
Robert Inman (*finance and economics*)  
Irving Kravis (*economics*)  
Seymour Mandelbaum (*city and regional planning*)  
Peter Nowell (*pathology*)  
Irene Pernsley (*social work*)  
Allyn Rickett (*Oriental studies*)  
Walter Wales (*physics*)  
Irene Winter (*history of art*)

## Eiseley Reading Room Dedicated

The former office of Loren Eiseley will now serve as a seminar-reading room in the University Museum. At the request of Provost Eliot Stellar, the rooms were redesigned by University interior design consultant Maurice S. Burrison to house Eiseley's book collection, personal memorabilia and archaeological artifacts.

The office was dedicated at a ceremony Friday, December 8. Internationally renowned anthropologist, author and poet Eiseley

died July 9, 1977. He was a Benjamin Franklin and University Professor of Anthropology and History of Science, and curator of the early man section of the University Museum.

## Nominations for Senate Offices Requested

Pursuant to Section 11(b)(i) and (ii) of the rules of the Faculty Senate, faculty members are invited to suggest, with supporting letters if desired, candidates for the posts and terms for 1979-80 stated below. Candidates' names should be submitted promptly to Secretary of the Senate Robert Inman, c/o Faculty Senate, 303A College Hall/CO or to Nominating Committee Chairman Roger H. Walmsley, physics, 1N5B DRL/E1.

The 16 posts are:

Chairman-elect of the Faculty Senate (one year) (*incumbent: Walter D. Wales*)

Secretary-elect of the Faculty Senate (one year) (*incumbent: Charles C. Dwyer*)

Four members of the Senate Advisory Committee (three years) (*incumbents: Jean V. Alter, Anna-Marie Chirico, Seymour J. Mandelbaum, W. Allyn Rickett*)

One member of the Senate Advisory Committee (one year) (*incumbent: Ronald E. Frank*)

Two members of the Senate Committee on Academic Freedom and Responsibility (three years) (*incumbents: Thomas S. Robertson, Peter Sterling*)

One member of the Replacement Pool for Academic Freedom and Responsibility (three years) (*incumbent: Lucy Creevey*)

Two members of the Senate Committee on the Economic Status of the Faculty (three years) (*incumbents: none*)

Two members of the Senate Committee on the Economic Status of the Faculty (two years) (*incumbents: none*)

Two members of the Senate Committee on the Economic Status of the Faculty (one year) (*incumbents: none*)

At least 42 days prior to the spring meeting (Wednesday, April 25, 1979 at 3 p.m.), the list of candidates compiled by the Nominating Committee will be circulated to the Senate membership with an invitation for additional nominations via petition, in accordance with the rules, section 11(b)(iii) and (iv).

## Senate Nominating Committee Elected

Since no additional nominations by petition have been received within the allotted time, the Senate Advisory Committee's slate for the Nominating Committee has been declared elected. Those elected are:

Regina Austin (law)  
Helen C. Davies (microbiology)  
Lancelot Donaldson-Evans (Romance languages)  
Murray Gerstenhaber (mathematics)  
Robert F. Giegengack (geology)  
Ralph Ginsburg (sociology)  
Richard Herring (finance)  
Ralph M. Showers (electrical engineering)  
Roger H. Walmsley (physics), *chairman*.

## Fund Provides Jobs for Handicapped

James H. Robinson, administrator of the office of equal opportunity, reminds the University community that the W. W. Smith Trust Fund provides funds for jobs for qualified handicapped students not participating in the federally funded College Work-Study Program. Interested students should call Ext. 6993 for information.

## For the Record

Thomas Langfitt, vice-president for health affairs and Budget Committee chairman, wishes to emphasize that his presentation to Council concerning University athletic policy, as reported in *Almanac*, December 5, 1978, was a summary of alternative recommendations for the funding of the DRIA. At this juncture they do not represent the administration's final recommendations to the trustees. A statement on athletic policy is expected to be presented to the trustees at their meeting, December 21.

# Faculty Senate, 1978-79

## Senate Advisory Committee

	Term expiring May 1979
Jean V. Alter (Romance languages)	
Helen C. Davies (microbiology), <i>past secretary</i>	
Ronald E. Frank (marketing)	
W. Allyn Rickett (Oriental studies)	
Robert F. Lucid (English), <i>past chairman</i> (on leave fall '78)	
Seymour J. Mandelbaum (city & regional planning)	

	May 1980
Eugenio Calabi (mathematics)	
Peter J. Conn (English)	
Robert Inman (finance & economics), <i>secretary</i>	
Irving B. Kravis (economics), <i>chairman</i>	
Daniel D. Perlmutter (chemical & biochemical engineering)	

	May 1981
Charles E. Dwyer (education), <i>secretary-elect</i>	
Paul M. Lloyd (Romance languages)	
Peter C. Nowell (pathology)	
Irene Pernsley (social work)	
Walter D. Wales (physics), <i>chairman-elect</i>	
Irene J. Winter (history of art)	

## Senate Committee on Consultation

<b>Past Senate chairman:</b>	
Ralph D. Amado (physics), 2N3C DRL/EI, Ext. 8147	
<b>Present Senate chairman:</b>	
Irving B. Kravis (economics), 303A College Hall/CO, Ext. 6943/5692	

Senate chairman-elect:  
Walter D. Wales (physics), 2E13 DRL/EI, Ext. 8152.

## Senate Committee on Academic Freedom and Responsibility

Terms are from May 1 to April 30. *Note:* The Senate chairman-elect serves *ex officio*.

1978-79	Term Expiring
Robert E. Davies (veterinary medicine), <i>chairman</i>	1981
Ralph S. Spritzer (law)	1981
William F. Hamilton (decision sciences & community medicine)	1980
Susan M. Wachter (finance)	1980
Thomas S. Robertson (marketing)	1979
Peter Sterling (anatomy)	1979

<b>Replacement Pool:</b>	
Ervin Miller (finance)	1981
Morris Mendelson (finance)	1980
Lucy Creevey (city & regional planning)	1979

*Ex Officio:*  
Walter D. Wales (physics)

## Senate Committee on Administration

	Ext.
Ralph D. Amado (physics), 2N3C DRL/EI	8147
David E. Boettiger (microbiology in medicine), 215 Johnson/G2	6501
Alexander Capron (law), 153 Law/I4	7852
Peter J. Conn (English), 119 Bennett/D1	7360/7342
Larry Gross (communications), 222 Annenberg/C5	5620
Irving B. Kravis (economics), <i>Senate chairman</i> , 303A College Hall/CO, <i>ex officio</i>	6943/5692
Truman G. Schnabel (medicine), 192 Gibson/G1	227-3626
Michael Wachter (economics), 528 McNeil/CR	7719/6804
Walter D. Wales (physics), 2E13 DRL/EI, <i>chairman</i>	8152
Julius Wishner (psychology), 3815 Walnut/T3	7384

## Senate Committee on the Economic Status of the Faculty

	Ext.
Jean V. Alter (Romance languages), 521 Williams/CU, <i>chairman</i>	6031/7428
Jeffrey M. Perloff (economics) 535 McNeil/CR	6770
Robert Summers (economics), 329 McNeil/CR	7717
Daniel Vining (regional science), 337 McNeil/CR	7750
Jerry Wind (marketing), W-205 Dietrich/CC	8267

*Ex Officio:*  
Irving B. Kravis (economics), *Senate chairman*,  
303A College Hall/CO 6943/5692  
Walter D. Wales, (physics), *Senate chairman-elect*, 2E13 DRL/EI 8152

## Senate Committee on the Faculty

	Ext.
Bernard E. Anderson (industry), 321 Vance/CS	5605
Herbert Callen (physics), 2N17D DRL/EI, <i>chairman</i>	8149
Elizabeth B. Dussan (chemical & biochemical engineering), 372 Towne/D3	6318
Frank Goodman (law), 158 Law/I4	6073
Werner L. Gundersheimer (history), 207 College Hall/CO	5704
Lawrence Hirshhorn (city & regional planning), 127 Fine Arts/CJ	6490
Robert Inman (finance & economics), W-125 Dietrich/CC	8290
Fred Karush (microbiology in medicine), 356 Johnson/G2	8739
Ellen Prince (linguistics), 611 Williams/CU	8183
Stanton Segal (pediatrics), Children's Hospital/S9	EV7-6000
Oliver E. Williamson (economics) 520 McNeil/CR	7714
Irving B. Kravis (economics), <i>Senate chairman</i> , 303A College Hall/CO, <i>ex officio</i>	6943/5692
Walter D. Wales (physics), 2E13 DRL/EI, <i>ex officio</i>	8152

## Senate Committee on Publication Policy for Almanac

	Ext.
Herbert Callen (physics), 2N17D DRL/EI	8149
Charles E. Dwyer (education), C-46 Education/C1	5674/7904
Fred Karush (microbiology in medicine), 356 Johnson/G2	8739
Irving B. Kravis (economics), <i>Senate chairman</i> , 303A College Hall/CO, <i>ex officio</i>	6943/5692
Robert L. Shayon (communications), 106 Annenberg/C5	7046

## Senate Committee on Students

	Ext.
Richard C. Clelland (statistics & operations research), E-111 Dietrich/CC, <i>chairman</i>	7601
Adelaide M. Delluva (biochemistry), 142 Veterinary/H1	7862/8843
Drew Faust (American civilization), 301A College Hall/CO	7395
Mitchell Litt (biochemistry), 383D Towne/D3	7249
Paul M. Lloyd (Romance languages), 521 Williams/CU	6309/7428
Seymour J. Mandelbaum (city & regional planning), 123 Fine Arts/CJ	6492
Henry W. Riecken (behavioral science in medicine) 151 Mezzanine, Medical/G3	7817
Irving B. Kravis (economics), <i>Senate chairman</i> , 303A College Hall/CO, <i>ex officio</i>	6943/5692

# University Council, 1978-79

The University Council . . . exists to discuss and formulate for recommendation to the president general policies of the University which may affect its educational objectives by consultation among elected representatives of the disciplinary fields of the faculties, representatives of the faculty at large, administrative officers, and elected representatives of the undergraduate and graduate-professional students. It is empowered to initiate policy proposals as well as to express its judgment on those which are submitted to it by the administrative officers of the various academic divisions of the University. It is also empowered to request information through appropriate channels from any member of the University administration.—*Council Bylaws 1977*

## Steering Committee

The Steering Committee shall consist of the president of the University, the provost, the chairman and the chairman-elect of the Faculty Senate, and five faculty members, one undergraduate student in the arts and sciences, one student from the undergraduate professional schools, one graduate student in the arts and sciences, and one student from the graduate professional schools to be elected by the incoming Council at its May meeting from among its membership for the ensuing year. The chairman of the Faculty Senate shall be the chairman of the Steering Committee.—*Bylaws*

Michael Cohen	Martin Meyerson
Rosalinda DiRienzo	Tish Murphy
Marilyn Hess	Jack E. Reece
Samuel Z. Klausner	David L. Simms
Phoebe Leboy	Eliot Stellar
Irving Kravis	Walter Wales
Kenneth K. McNeil	

## Membership of Council

**Faculty:** All members of the Senate Advisory Committee sit on Council, 13 as voting members and five (normally the four first-year members and the past secretary) as observers. In addition there are four assistant professors chosen by the Council Steering Committee and 27 faculty members from mutually exclusive constituencies.

**Students:** Nineteen students serve on Council, nine of them from undergraduate schools and colleges (five elected by mutually exclusive constituencies, and four—including a freshman—elected at large via the Undergraduate Assembly). The 10 graduate professional students on Council are from mutually exclusive constituencies. Three are in mixed constituencies: Nursing-SAMP-Veterinary; Education-Engineering-Social Work; and Annenberg-Fine Arts. Each of the grouped schools send a representative, but only one per constituency may vote; the others become nonparticipating observers. Each constituency's representatives select the voting member by whatever method they choose.

**Administration and Staff:** The president and the provost are members of the Council. The president appoints nine administrative officers, and the Administrative Assembly sees to the election of one administrator who will represent all A-1's except librarians, programmers and research personnel. The Librarians Assembly has one voting representative, and the A-3 Assembly sends a nonvoting observer with the right to speak.

**Moderator**  
Herbert S. Levine

**Parliamentarian**  
Christian Day

### Members of the Senate Advisory Committee

Jean V. Alter	Robert F. Lucid, <i>past-chairman</i>
Eugenio Calabi	Ronald Frank
Peter J. Conn	Seymour J. Mandelbaum
*Helen C. Davies, <i>past-secretary</i>	*Peter C. Nowell
Charles E. Dwyer, <i>secretary-elect</i>	Daniel D. Perlmutter
Robert Inman, <i>secretary</i>	*Irene Pernsley
Irving B. Kravis, <i>chairman</i>	W. Allyn Rickett
*Paul M. Lloyd	Walter D. Wales, <i>chairman-elect</i>
	*Irene J. Winter

### Members of the Administration

James O. Freedman	D. Bruce Johnstone
Vartan Gregorian	Thomas W. Langfitt
Britton Harris	Edward J. Stemmler
Dell H. Hymes	

\*Observer

### Representatives of Constituencies

1. FAS: Anthropology, Geology, Psychology ..... Bernard Wailes
2. FAS: English, General Honors ..... Stuart Curran
3. FAS: Linguistics, Mathematics, Philosophy ..... Zolton Domotor
4. FAS: Biology, Chemistry ..... David White
5. FAS: Astronomy, Physics ..... Michael Cohen
6. FAS: Classical Studies, German, Romance Languages, Slavic Languages ..... Gerald Prince
7. FAS: History, History of Art, Music, Religious Studies.. Jack Reece
8. FAS: American Civilization, Classical Archaeology, Folklore and Folklife, History and Sociology of Science, Oriental Studies, South Asia Studies ..... Roger M. A. Allen
9. Engineering: Computer and Information Science, Electrical Engineering, Systems Engineering ..... Kenneth Fegley
10. Engineering: Bioengineering, Chemical Engineering, Civil and Urban Engineering, Mechanical Engineering, Metallurgy ..... Steven C. Batterman
11. Graduate School of Fine Arts ..... Setha Low
12. School of Social Work ..... June Axinn
13. School of Allied Medical Professions ..... Roma E. Brown
14. FAS: Economics, Peace Science, Regional Science ..... Daniel Vining
15. FAS: Political Science, Sociology ..... Mark N. Blitz
16. Wharton: Accounting, Finance, Statistics ..... Susan M. Wachter
17. Wharton: Decision Sciences, Insurance, Legal Studies, Management, Marketing ..... Charles Goodman
18. Medicine: Anatomy, Biochemistry and Biophysics, Pathology ..... James W. Lash
19. Medicine: Human Genetics, Microbiology, Pharmacology, Physiology, Therapeutic Research ..... Marilyn Hess
20. Medicine: Dermatology, Medicine, Neurology, Ophthalmology, Otorhinolaryngology, Psychiatry, Radiation Therapy, Research Medicine ..... Albert J. Stunkard

21. Medicine: Anesthesia, Obstetrics and Gynecology, Orthopedic Surgery, Pediatrics, Physical Medicine, Radiology, Surgery ..... Erwin R. Schmidt
22. Law School ..... Frank I. Goodman
23. School of Veterinary Medicine ..... Wilfried T. Weber
24. School of Dental Medicine ..... Phoebe Leboy
25. School of Nursing ..... Barbara Lowery
26. Graduate School of Education ..... Peter J. Kuriloff
27. Annenberg School ..... Charles R. Wright

### Undergraduate Students

Alice Beck (FAS'81)	Ken McNeil (FAS'80)
Laura Foggan (FAS'80)	Mitch Portnoy (Wh'80)
Mark Lerner (FAS'80)	Suanne Rudley (FAS'80)
Diane Gentile (FAS'83)	David Simms (CEAS'79)
	Brian Tierney (FAS'79)

### Graduate-Professional Students

Haym Benaroya (CEAS)	Steve Isser (graduate FAS)
Kevin Coogan (Veterinary)	Suzanne Leahy (Fine Arts)
Janine Coyne (Social Work)	Randall Marks (Law)
Rosalinda DiRienzo (Nursing)	Tish Murphy (graduate FAS)
Louis Fink (Medicine)	Steve Rood-Ojalvo (graduate FAS)
Aaron Herman (graduate Wharton)	Michelle Saunders (Dental)
	Thomas Wheelock (Annenberg)

**Librarians Assembly:** Jean Shaw Adelman  
**Administrative Assembly:** James Malone  
**\*A-3 Assembly:** Joseph F. Kane  
**\*ROTC Representative:** Julian Patrick

### Assistant Professors

<b>Term Expires May 1979</b>	<b>Term Expires May 1980</b>
Richard R. Batsell	Joseph Beckham
Robert C. Chen	Denise Koval

\*Observer

## Council and University Committees, 1978-79

The University Council normally meets on the second Wednesday of each month from 4 to 6 p.m. in the Council Room of the Furness Building. Any member of the University community may submit items for consideration to the Steering Committee, c/o the Secretary of the Corporation, 112 College Hall/CO.

Much of the work of the Council is done through its standing committees. They are chosen each spring through the Committee on Committees, which makes its recommendations after issuing a campus-wide call for nominations. The Committee on Committees recommends members for the two Independent Committees below and for the University-wide Committees and Operating Committees.

### Independent Committees

#### Budget

**Chairman:** Thomas W. Langfitt (vice-president for health affairs)  
**Vice-Chairman:** D. Bruce Johnstone (vice-president for administration)  
**Executive:** Jon C. Strauss (executive director of the University budget)  
**Officer:** budget)  
**Faculty:** F. Gerard Adams (economics)

Jean V. Alter (Romance languages)  
 Jean Crockett (finance)  
 Marilyn E. Hess (pharmacology)  
**Administration:** James O. Freedman (associate provost)  
 \*Arthur F. Hirsch (executive assistant, operational services)  
 Donald N. Langenberg (vice-provost for graduate studies and research)  
 \*Edwin M. Ledwell (director, administrative affairs, provost's office)  
 \*Philip G. Mechanick (acting vice-provost for undergraduate studies and University life)  
 Curtis R. Reitz (University counselor)  
 \*Janis I. Somerville (secretary of the corporation)

**Students:** Gary Gensler (graduate Wharton)  
 Chin Kooch (FAS'79)  
 Tish Murphy (graduate FAS)



*Ex officio:* John D. Woodward, Jr. (Wharton '81)  
 Paul J. Taubman (chairman, Educational Planning Committee)  
*Staff:* Marstin L. Alexander (coordinator of the budget)  
 Alfred F. Beers (associate comptroller)  
 \*Observer

#### Open Expression

*Chairman:* Richard R. Beeman (history)  
*Faculty:* Charles Bosk (education)  
 John deCani (statistics)  
 Charles S. Goodman (marketing)  
 William F. Hanaway (Oriental studies)  
*Administration:* Phyllis Beck (vice-dean, law)  
 Eleanor Cox (assistant to vice-provost)  
*Students:* Carol Feinberg (FAS'79)  
 Jay Grushkin (FAS'79)  
 Albert Glowasky (graduate sociology)  
 Jon Norstog (graduate fine arts)

### Council Committees

#### Committee on Committees

*Chairman:* Henry M. Hoenigswald (linguistics)  
*Faculty:* Fred Karush (microbiology in medicine)  
 John A. Lepore (civil & urban engineering)  
 Almarin Phillips (law & public policy)  
 Carroll Smith-Rosenberg (history)  
 David Solomons (accounting)  
*Administration:* Andrew J. Condon (student life)  
*Students:* Steven Isser (graduate FAS)  
 Mark Lamensdorf (FAS'81)

*A-3 invitee as appropriate:* Joseph F. Kane (radiation safety)

#### Community Relations

*Chairman:* Louise P. Shoemaker (social work)  
*Faculty:* Norman D. Day (urban design)  
 Sol H. Goodgal (microbiology in medicine)  
 James M. Larkin (education)  
 Elsa Ramsden (physical therapy)  
 Herman Segal (oral medicine)  
 Anthony R. Tomazinis (city planning)  
*Administration:* Odessa McClain (personnel relations)  
 Gillian Norris-Szanto (president's office)  
 Marion F. Pond (administrative assistant to president emeritus)  
*Students:* Lauren P. Taylor (physics)  
 Barbara A. Hehn (nursing '80)  
 Paul R. Sager (graduate Wharton)  
*Ex officio:* Ronald Bond (director, recreation)  
 Stephen Goff (director, Annenberg Center)  
 Thomas C. Corl (director, community relations)

#### Educational Planning

*Chairman:* Paul J. Taubman (economics)  
*Faculty:* Roger M. A. Allen (Oriental studies)  
 David Cornfeld (medicine)  
 Richard J. Herring (finance)  
 John E. Jackson (political science)  
 Phoebe S. Leboy (biochemistry, dental)  
 Barbara J. Lowery (nursing)  
 Leonard Meyer (music)  
 Norman Oler (mathematics)  
 Philip Rieff (sociology)  
 Benjamin S. P. Shen (astronomy)  
 Edward E. Wallach (obstetrics and gynecology)  
 Leon Weiss (veterinary)  
 Guy R. Welbon (religious studies)  
 Julius Wishner (psychology)  
*Students:* Janet T. Kreuger (graduate FAS)  
 David M. Mallach (graduate FAS)  
 Randall D. Marks (law)  
 Maria Shao (FAS'79)  
 Lisa Silverstein (FAS'81)  
*Ex officio:* James O. Freedman (associate provost)  
*Staff:* Katharine Fischer (assistant to the associate provost)

#### Facilities

*Chairman:* Walter D. Bonner (biochemistry and biophysics)

*Faculty:* John G. Brainerd (electrical engineering)  
 Charles I. Minott (history of art)  
 David P. Pope (metallurgy)  
 Martin Pring (physiology)  
 James C. Saunders (otorhinolaryngology)  
 Vukan R. Vuchic (civil engineering)  
*Administration:* Mary G. Beerman (residential living)  
 Manual Doxer (FAS)  
 Carol Tracy (women's center)  
*A-3 Staff:* Ruth Ebert (education)  
*Students:* Anand Desai (graduate operations research)  
 Richard Lobran (FAS'79)  
 Stephen P. Maidman (graduate Wharton, law)  
*Ex officio:* Fred A. Shabel (vice-president for operational services)  
*Staff:* Virginia J. Scherfel (assistant to vice-president for operational services)

#### Faculty Affairs

*Chairman:* G. Malcolm Laws (English)  
*Faculty:* William H. Boghosian (electrical engineering)  
 Mary Coleman (education)  
 Frank I. Goodman (law)  
 Ervin Miller (finance)  
 Eugene Nixon (chemistry)  
 Ludo Rocher (South Asia studies)  
 Gino Segre (physics)  
 Harold A. Wurzel (pathology)  
*Students:* Michael H. Doll (graduate Wharton)  
 Seth M. Lerner (FAS'79)

#### Faculty Grants and Awards

*Chairman:* Frank A. Trommler (German)  
*Faculty:* Richard R. Beeman (history)  
 Jerry Donohue (chemistry)  
 Richard J. Herring (finance)  
 Alice Van Buren Kelley (English)  
 Frederick Roll (civil engineering)  
 Donald E. Smith (political science)  
 John R. Williamson (biochemistry)  
 Irving Zeidman (pathology)

#### Honorary Degrees

*Chairman:* Judah Goldin (Oriental studies)  
*Faculty:* Andrew R. Baggaley (education)  
 Britton Chance (biochemistry and biophysics)  
 Lawrence R. Klein (economics)  
 James Pickands, III (statistics)  
 Jack E. Reece (history)  
 S. Reid Warren, Jr. (electrical engineering)  
*Students:* Laura Kassner (law)  
 Todd Marshall (FAS'79)  
*Ex officio:* G. Malcolm Laws (chairman, Faculty Affairs Committee)

#### Research

*Chairman:* Howard M. Myers (dental medicine)  
*Faculty:* Geoffrey R. Belton (metallurgy)  
 Raymond S. Berkowitz (electrical engineering)  
 Stephen Gale (regional planning)  
 Leigh Lisker (linguistics)  
 Peter McCleary (architecture)  
 Noah Prywes (computer & information science)  
 Franklin C. Southworth (South Asia)  
 M. Duncan Stanton (psychology in psychiatry)  
 John R. Williamson (biochemistry and biophysics)  
*Students:* William M. Ayers (graduate CEAS)  
 Allen Derry (graduate anatomy)  
 Donald C. Wright (FAS'79)  
*Ex officio:* Donald N. Langenberg (vice-provost for graduate studies and research)  
*Staff:* Anthony Merritt (director, research administration)

#### Student Affairs

*Chairman:* Edgar A. Perretz (social work)  
*Faculty:* Howard Brody (physics)  
 Stuart W. Churchill (chemical engineering)  
 David K. Hildebrand (statistics)  
 Sally S. Green (psychiatry)  
 Clara H. Jordan (nursing)

**Administration:** Alan C. Kors (history)  
 Martha Z. McConnell (annual giving)  
 Janis I. Somerville (secretary of the corporation)

**Students:** Karen S. Pollack (FAS'81)  
 Sandra D. Rosenberg (FAS'81)  
 Eileen E. Krauss (graduate international relations)  
 Philip Pidcock (graduate Wharton)

**Ex officio:** F. A. Geiger (director, recreation and intercollegiate athletics)  
 Philip G. Mechanick (acting vice-provost for undergraduate studies and University life)

#### **Undergraduate Admissions and Financial Aid**

**Chairman:** Paul J. Korshin (English)

**Faculty:** Dorothy A. Brooten (nursing)  
 Frederick V. Brucher, Jr. (chemistry)  
 Lee V. Cassanelli (history)  
 Christian Day (legal studies)  
 Kenneth A. Fegley (systems engineering)  
 John A. Kastor (medicine)  
 Norman Oler (mathematics)

**Administration:** Robert F. Duvall (development)

**Students:** Deborah S. Burnham (graduate English)  
 Seth L. Matarazzo (FAS'79)  
 John M. Roth (Wharton '80)  
 Beverly Schwartzchild (FAS)  
 Amy J. Tananbaum (FAS '80)

**Deans' Representatives:** Lawrence Eisenberg (CEAS)  
 Ira Harkavy (FAS)  
 Sue Hess (Nursing)  
 Frederick Kempin (Wharton)  
 Shirley Scull (SAMP)

**Ex officio:** George S. Koval (director, student financial aid)  
 Philip G. Mechanick (acting vice-provost for undergraduate studies and University life)  
 Willis J. Stetson, Jr. (director, admissions)

**Staff:** C. A. Brest (associate director, admissions)  
 Jeannie F. Disette (associate director, admissions)

#### **University-Wide Committees**

University-wide Committees function in cooperation with Council Committees and with the Steering Committee of Council, but have non-Council constituencies represented on them.

##### **Personnel Benefits**

**Chairman:** Jerry S. Rosenbloom (insurance)

**Faculty:** Eugene Betts (anesthesiology)  
 Clifford Jordan (nursing)  
 Phyllis R. Rackin (general honors)  
 Richard S. Woods (accounting)

**Administration:** Beryl Dean (career advising)  
 Arthur F. Hirsch (operational services)  
 Anne R. Mengel (FAS)

**A-3 Staff:** Una Deutsch (chaplain's office)  
 Inga Larson (secretary's office)

**Liaison:** Dennis F. Dougherty (associate comptroller)  
 James J. Keller (associate director, personnel relations)  
 Gerald L. Robinson (executive director, personnel relations)

**Graduate student invitee as appropriate:** Henry Weiss (social work)

**Staff:** James P. Shankweiler (personnel relations)

##### **Recreation and Intercollegiate Athletics**

**Chairman:** Thomas H. Wood (physics)

**Faculty:** Frederick W. Frey (political science)  
 Hendrik F. Hameka (chemistry)  
 Barbara Jacobsen (nursing)  
 Fred Karush (microbiology in medicine)  
 Leena Mela (physical biochemistry in surgery)  
 Carroll Smith-Rosenberg (history)

**Students:** Ira R. Feldman (FAS'79)  
 Andrew E. Filderman (medicine)  
 Beth P. Schwartz (FAS'79)

**Trustees:** Robert P. Levy  
 William D. Patterson

**Alumni:** H. Hunter Lott, Jr.

**Administration:** R. Peter Jackson (veterinary medicine)  
 Willis J. Stetson, Jr. (director, admissions)  
 F. A. Geiger (director, recreation and intercollegiate athletics)  
 Rev. Stanley Johnson (chaplain)  
 Philip G. Mechanick (acting vice-provost for undergraduate studies and University life)

**Ex officio:** Irving Kravis (chairman, Faculty Senate)  
 Martin Meyerson (president)  
 Eliot Stellar (provost)

#### **Operating Committees**

Operating Committees are advisory to the operations named.

##### **Bookstore**

**Chairman:** John R. Clark (classical studies)

**Faculty:** Arthur I. Bloomfield (economics)  
 Chong-Sik Lee (political science)  
 Bryan W. Roberts (chemistry)  
 Leslie L. Spero (accounting)  
 Brian J. Spooner (anthropology)

**Administration:** Hamilton Elliott (archives)  
 Ronald D. Hurt (communication services)  
 Miriam Solomons (economics)

**Students:** Alan D. Berkowitz (law)  
 Philip A. Carlson (Wh '81)

**Ex officio:** Gerald T. Ritchie (director, University Bookstore)

##### **Disability Board**

**Chairman:** Dan M. McGill (insurance)

**Faculty:** William J. Bank (neurology)  
 D. Bruce Heppenstall (orthopedic surgery)  
 Robert L. Mayock (medicine)  
 Dorothy A. Mereness (nursing)  
 Edgar A. Perretz (social work)

**Staff:** Douglas R. Dickson (personnel relations)

##### **Library**

**Chairman:** Edward M. Peters (history)

**Faculty:** Roger M. A. Allen (Oriental studies)  
 Herbert Callen (physics)  
 Peter Conn (English)  
 Frederick G. Kempin (legal studies)  
 Robert C. Regan (English)

**Administration:** Erica J. Young (University Bookstore)

**Students:** Richard G. Newhauser (graduate English)  
 Betty L. Rosenkranz (FAS '79)

**Ex officio:** Richard DeGennaro (director of libraries)

##### **Safety and Security**

**Chairman:** Marvin E. Wolfgang (sociology)

**Faculty:** John A. Lepore (civil engineering)  
 Samuel Raymond (pathology)  
 Thelma L. Williams (nursing)

**Administration:** Ronald Bond (recreation)  
 Jeanne Jensen (social work)  
 Carol Tracy (women's center)

**A-3 Staff:** Joseph Guerrero (physics)

**Students:** Martin C. Carlson (law)  
 David L. Lieber (FAS '79)  
 John A. Papa (FAS '80)  
 Debra Taraskewich (graduate Wharton)

**Ex officio:** Mary G. Beermann (director, residential living)  
 Donald G. McAleer (director, physical plant)  
 David L. Johnston (director, public safety)

##### **Student Fulbright Awards**

**Chairman:** Rosane Rocher (South Asia studies)

**Faculty:** Richard Marston (finance)  
 Michael Meister (history of art)  
 Heinz Moenkemeyer (German)  
 Alois Nowotny (periodontics)  
 Samuel C. Vila (astronomy)  
 Martin D. Wolfe (history)

**Administration:** Joseph T. Looby (fine arts)

**Staff:** James B. Yarnall (program officer, international programs)

##### **International Programs**

**Chairman:** Noyes E. Leech (law)

**Faculty:**

Anthony E. Boardman (public policy)  
 Maria Z. Brooks (Slavic languages)  
 F. Hilary Conroy (history)  
 Jamshed K. S. Ghandi (finance)  
 Herbert R. Northrup (industry)  
 Michelle Richman (Romance languages)

**Students:**

Bernard H. Shapiro (animal biology)  
 Henry Teune (political science)  
 Valerie J. Schlitt (FAS '79)  
 Diana Wauters (social work)  
 Humphrey Tonkin (coordinator, international programs)

**Ex officio:**

# Speaking Out

## Books As Perishable Goods

*To the Editor:*

Recently in the *Chronicle of Higher Education* it has been reported that commercial publishers are putting academic books out of print when sales dip below 1000 copies per year. The cut-off point is forecast to go higher and be adhered to relentlessly in the near future.

If this trend continues, most faculty members will feel the results. Their own writings will be taken off the market sooner than expected. Certain books they wish to consult as scholars or assign as teachers will disappear.

It may be helpful, therefore, to point out that university presses, our own included, keep books in print longer and reprint in smaller quantities if necessary. Publication through a university press, and specifically our press, is likely to double the "life expectancy" of a book under current conditions.

—Robert Erwin, Director  
 University of Pennsylvania Press

## Why Benefits Outreach?

*To the Editor:*

How can the University say it has no money for new benefits counselors while it is making plans to spend an undetermined amount to bring in an outside consulting firm to individually counsel all University employees about their benefits? Following is a narrative which directly affects each and every employee of the University of Pennsylvania—faculty, administrators and support staff—and indirectly affects all other members of the University community.

On October 4, 1978, Mr. Gerald Robinson, executive director of personnel relations, addressed the A-3 Assembly's Coordinating Committee and announced that the University is presently considering engaging a consulting firm in order to promote better communications between the personnel department's benefits section and University employees at all levels (including faculty). He indicated that there were (at that time) six benefits counselors in the personnel department, but that the time they can devote to actual counseling is quite limited by a large volume of paperwork and other demands of their jobs. He further indicated that there was "no money" available to hire additional personnel to relieve this situation, but that there was "consulting money" available to engage a consulting firm to

provide benefits counseling service. He said that the counselors, nine in number, would be given space on campus, and would be able to devote practically all their time to meeting with employees on a face-to-face, one-to-one basis and counseling them about their benefits.

The nine counselors from the consulting firm would be individuals already well versed in the general field of employee benefit programs. Details of the particular plans in effect at Penn would be supplied by the present personnel department counselors. It is anticipated that, initially at least, more work would be generated for the benefits office as a result of the counseling service because many employees would find it desirable and/or necessary to make changes in their benefit plans. (The example used was the beneficiary of the life insurance policy: many employees apparently forget or neglect to change their beneficiary when their status or that of the beneficiary changes.) Presumably, however, the volume of additional paperwork would diminish eventually as most employees were counseled and desired changes made.

Necessary information such as salary, length of service and current benefits of individual employees wishing to be counseled would be supplied by the personnel department to the outside counselors in order for them to discuss the employees' situations with them. Employees could feel free to contact the counselors in the future and meet with them again if desired, and of course even the initial interview would be voluntary.

The consulting firm in question is currently operating at HUP, where it is expected that all 2900-plus employees will have been counseled twice in a period of two years. The program seems to be working smoothly and is apparently well received by the hospital's employees.

With Mr. Robinson were two gentlemen from the consulting firm who gave answers to questions from members of the committee. We were told that A-3's (University support staff, numbering about 2800) would be the first employee group given an opportunity to meet with the new counselors and therefore the A-3 Assembly Coordinating Committee, which numbers about 20, was being asked to act as the "test" group of interviewees to see how the program would work and to be able to speak from personal experience in subsequently encouraging

other A-3's to avail themselves of this service.

After lengthy discussions at two weekly meetings of the committee, a motion was passed overwhelmingly. The motion (which was relayed in a letter to Mr. Robinson) urged:

a thorough examination of the current structure of the personnel department's benefits section, to determine what changes could be made in order to provide more readily available, more complete, and more accurate benefits counseling and information service for University employees; and that necessary steps be taken to have the monies which are available for the outside consulting firm made available for such changes in the University's own personnel (specifically benefits) area including the reclassification and/or transfer of present personnel and/or the hiring of additional personnel as necessary to achieve the goal above stated.

Our letter continued: "The committee thoroughly agrees that such improvement is important and necessary, but it also feels that the introduction of benefits counselors from an outside consulting firm... is not the most efficient, economic or psychologically desirable solution."

We expressed our willingness to meet with Mr. Robinson to discuss several suggestions we have regarding our recommended study of the benefits section and for improving communications with University employees regarding their benefits. (We extend that invitation to any other representative of the administration or interested campus group.)

A reply was received from Mr. Robinson in which he informed us that the benefits outreach plan was being shared with other campus groups and that a pilot project would probably be conducted with one of them while the possibility of expanding personnel's own staff continues to be explored. He indicated that such a proposal had been made last spring, but had been rejected because of "budget restrictions." He said he hoped that our support would help them address the matter again. (Perhaps it did; one additional benefits counselor position was advertised in *Almanac* on November 14, 1978.)

Aside from a number of diverse issues which were discussed in detail by the A-3 Assembly Coordinating Committee, we are left with one basic question:

How can the University justify its



"explanation" that there are budget restrictions, i.e., "no money," for one feasible solution to an admitted problem, while it has other funds (such as "consulting money" for outside firms), to provide a debatable solution to the same problem?

(At least, we feel, the "consulting money" could be spent on internal expertise such as that available at our own internationally famous Wharton Graduate School! We suggested this to Mr. Robinson as one method of implementing our recommended study of the present personnel benefits section.)

No doubt there will be other groups and individuals on campus who will be interested in the story of the benefits outreach plan. Whether or not the final decision has been or is made to implement the plan, we urge all interested persons and groups to *discuss the question(s) raised by it and make their opinions known* to any or all of the following individuals: President Martin Meyerson, Dr. D. Bruce Johnstone, Dr. Vartan Gregorian, Dr. Jon Strauss, Mr. Gerald Robinson, Mr. Paul Miller, Jr.

The A-3 Assembly Coordinating Committee wishes to reiterate its willingness to

discuss any and all of what it considers to be the ramifications of this issue with any A-3 or other University employee, member of the administration or other interested member of the University community. We view this matter with the greatest of interest and concern for the welfare not only of our own constituency but, indeed, of our "One University." We appeal to all of you to join us in voicing similar interest and concern.

—A-3 Coordinating Committee  
Gerald Robinson, director of personnel relations, will respond in next week's Almanac.

*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.

## Deaths

**Adeline Chase** (November 2 at 81), professor emeritus of nursing. She came to the University as an instructor in the nursing school in 1937 and was assistant to the dean when she retired in 1962.  
**Dr. Charles L. Hamilton, Jr.** (November 8 at 56), professor of physiology and psychiatry. He was head of the research laboratory at the Philadelphia Veterans Administration Hospital.  
**Robert Jackson** (September 24 at 74), a janitor from 1956 until his retirement in 1969.

**Mildred Child McClelland** (November 28 at 86), widow of former University President George William McClelland. Mrs. McClelland was a member of the Board of Women Visitors of the Hospital of the University of Pennsylvania. McClelland, who died in 1955, was president of the University from 1944 to 1948.

**Jeanette M. Smith** (November 9 at 49), an employee in the Hill Hall Dining Common since 1967.

**Robert F. White** (November 15 at 78), groundsman in the buildings and grounds department until his retirement in 1963.

## Bulletins

### Energy Office Recommends...

According to Horace Bomar and Steven Rood-Ojalvo of the energy office, the University will observe the following energy conservation plan for the winter. From November 27 to December 22, January 15 to March 9 and March 19 to April 15, temperature levels of 68°F (give or take 3°F) will be maintained in offices, classrooms and labs. From December 23 to January 14 and March 10 to March 18, special heating schedules will be in effect.

The energy office asks the University community to do the following before leaving for Christmas recess:

1. Turn off all lights and appliances, including electric heaters, ventilating fans, typewriters, copy machines, coffee pots, radios and phonographs.

2. Follow shutdown procedures and special operating schedules for laboratory equipment. This includes sterilizers, distillation units, fanhoods and other large energy consuming equipment.

3. Close doors, windows and curtains.

4. Set your thermostats and refrigerators at the lowest settings.

If you have questions, call the energy office (Ext. 4644) or your building administrator.

### New Microscope May Advance Cancer Research

Gordon W. Ellis, associate professor of biology, has developed a new type of microscope that enhances scientists' ability to study living cells as they reproduce. The new microscope "improves our capability for seeing very thin structures in living cells and extends achievable image resolution to transparent structures which are invisible under other light microscopes," Ellis said.

Because of the way in which objects diffract light, living cells are

invisible or appear as poorly resolved on other microscopes. Ellis's device uses half the diffracted light. This places the edges of the cell structures in sharp relief and makes it possible to observe the cells clearly. The study of the reproduction of living cells is expected to help explain how diseases such as cancer arise.

Ellis began work on his invention in the spring of 1975 with grants from the National Science Foundation and the National Institute of General Medical Science.

### Judicial Inquiry Officer Post Open

The University judiciary system is seeking candidates for the position of judicial inquiry officer. This position is open immediately and carries with it a stipend for part-time responsibilities which may be adjunct to other part-time or full-time obligations.

The judicial inquiry officer receives and investigates all complaints which are within the jurisdiction of the University court and primary courts of the judicial system. Upon determination that there is reasonable cause to believe that an offense has been committed, the JIO seeks to resolve the case informally. When an informal resolution is not possible or appropriate, the JIO prepares the charge and is responsible for presentation at the hearings of all relevant evidence. (Panel hearing arrangements and judicial records are coordinated mainly by the judicial administrator, a separate post.)

Applications may be sent to Vice-President for Administration D. Bruce Johnstone, 100 College Hall/CO, Ext. 6813.

### Flameproof Ornaments Recommended

Because live Christmas trees and decorations can be fire hazards, only flameproof artificial ones are permitted in campus buildings, according to Anthony R. Capuano, manager of the safety office. If a metallic tree is used, it must be lighted from a remote source rather than from electric light strings on the tree. Otherwise there is a possibility of electric short circuits that may cause fires, Capuano said.

### Continuing Medical Education Seminars Offered

The School of Medicine's Department of Psychiatry and the School of Nursing's Center for Continuing Education will sponsor two one-day seminars in a new interdisciplinary continuing medical education program next semester. On February 3, the topic will be "Schizophrenia: A New Look at an Old Problem" and on February 24, "Borderland of Neurology and Psychiatry," both in the auditorium of the Nursing Education Building. Call 662-2849 for registration information.

### Graduate Fellow Position Announced

Applications are being accepted for the position of graduate fellow with the Health and Society Residential Program at the Ware College House for the spring term, 1979, beginning January 1, 1979. Information may be obtained from the Quad office at 37th and Spruce, or the residence office at Hi-rise North.

# A Holiday Shopping Wrap-Up from...

## ...The PennStores

### Books

At the PennStores' book department, everything from the classics to the current best sellers can be found in large quantities—fiction, science fiction, mysteries, biographies, art books, history, poetry, nature, drama, travel, how-to-do-almost-anything guides. Chances are you can find the right book for everyone on your gift list in the book department.

Here are some suggestions:

*Shosha* is the latest work to appear in English by master storyteller Isaac Bashevis Singer, the winner of this year's Nobel Prize for literature. In 1978 John Irving won critical acclaim for his elaborately constructed novel (some reviewers called it the best to appear this year) *The World According to Garp*, and Mary Gordon introduced her first novel, *Final Payments*—a witty, moving account of a Catholic woman from Queens—to the general delight of both critics and the public. *The Stories of John Cheever* presents the collected short fiction of this master of the genre.

*Facts of Life* is novelist Maureen Howard's memoir of her Irish Catholic girlhood in Bridgeport, Connecticut. Another kind of memoir is *In Search of History*, Theodore H. White's account of his life, starting in the Jewish ghetto of Boston and moving on to journalistic adventures with presidents and politicians. *Sigmund Freud: His Life in Pictures and Words* presents a pictorial biography of the father of psychoanalysis with a text that includes some hitherto unpublished letters. University trustee Judge A. Leon Higginbotham's highly acclaimed *In the Matter of Color* investigates race and the legal process in colonial America—the first volume of a projected series. Barbara Tuchman's latest historical foray is *A Distant Mirror: the Calamitous 14th Century*.

Of the many art books published in recent years, a favorite has emerged in *Georgia O'Keefe*, a presentation of the artist's work as selected by Ms. O'Keefe; it is now available in a reasonably priced quality paperback edition. Other popular art selections this year include Francois Mathey's *American Realism*, a pictorial survey of realist painting in this country from the eighteenth century to the

present; *Saul Steinberg*, with text by noted art critic Harold Rosenberg; various works relating to the King Tut exhibition and the catalogue of the recent Metropolitan Museum of Art exhibition *Monet's Years at Giverny*.

Photographers may admire the work of Walker Evans in *First and Last*, a new collection of mostly unfamiliar works by a photographer best known for his collaboration with James Agee on the classic *Let Us Now Praise Famous Men*. *Avedon: Photographs 1947-1977* and *Steichen: The Master Prints 1895-1914* are two other current photography titles. For the musician, books are offered on subjects ranging from the Beatles to *Nocturne: A Life of Chopin* by Ruth Jordan. *New Yorker* music critic Andrew Porter is represented by a collection of his pieces for that magazine, *Music of Three Seasons*. *The Great Composers* presents the musical views of another critic—George Bernard Shaw. For balletomanes, there are any number of dance books.

For the scholarly gourmet, *Fabulous Feasts* by M. P. Cosman offers recipes for medieval dishes. New cookbooks by Julia Child and by Italian cuisine expert Marcella Hazan have recently been published for those interested in other kinds of culinary adventures.

The children's book section offers, among others, *The Muppet Show Book*, *The Walt Disney Treasury of Children's Classics* and the *Charlie Brown Dictionary*.

A leisurely browse through the book department will no doubt provide other suggestions for the discerning shopper. Among these might be any of the gift sets of paperbound books—for instance, the collected works of Kurt Vonnegut, Jr., the works of Tolkien, Leon Edel's five-volume biography of Henry James—or a selection of speculative fiction, which buffs say should include J. C. Ballard's paperback *High Rise*.

### Other Gift Ideas

The gift and other departments provide a wide selection of greeting cards, tree ornaments, calendars, candles, puzzles, glassware, knickknacks, scarves, 14-carat gold jewelry, posters, mirrors, lamps, stationery, records, camera and art supplies, calculators, pens, typewriters, etc., etc., etc.

And, of course, there is the Sportspot, which offers t-shirts, Danskin products, jogging outfits, track shoes, tennis racquets—in short, everything for the complete athlete.

## ...University Museum Shop

The Museum Shop brings the world to University City. Imported handicrafts from around the globe make unique holiday gifts, and many can be found in the \$5 to \$20 range.

The shop's new offerings include boxes in a wide array of colors, sizes and shapes. China sends finely detailed carved lacquer and cloisonne enamel boxes in deep blues and clear reds. Papier mache boxes with intricate hand-painted designs from Kashmir depict the flora and fauna of the region in scenes reminiscent of ancient Persian miniatures.

From the Nomad and Turkoman tribes of Afghanistan come necklaces and pendants; plush wool rugs in muted shades of red, yellow and brown; a colorful handwoven print from Persia and a Nepalese print of Jambhala, mythical god of wealth.

Handcrafted jewelry selections include Chinese jade earrings and necklaces, turquoise mounted in sterling settings, contemporary Mexican silver, amber pendants and Egyptian ceramics and bone carvings.

Other gift items range from stoneware sun tiles to folk sculpture to one of the largest selections of baskets in the Philadelphia area. Wrapping paper comes in a variety of exotic designs. Books are





available in hard and soft covers, with a wide selection in art, archaeology and anthropology. There are unusual calendars, including an Egyptian calendar and the Museum of Modern Art's *Birthday Book*. The Museum Shop offers gift certificates.

### ...The Pyramid Shop

The Pyramid Shop, located on the ground floor of the University Museum and designed to satisfy the child in all of us, celebrates "Christmas Around the World" with a wide selection of gifts and decorations under \$5.

Educational coloring books and "color your own" kites will satisfy young Michelangelos. Chopsticks from China, flutes from India and tops and drums from Africa all sell for under \$1.

For the older child, there is jewelry, carved wooden boxes from Poland and an authentic abacus from the Orient. The Pyramid shop offers ceramic horses and silk fans, wood carvings and clay pipes and, of course, paper pyramids.

### ...The Women's Cultural Trust

Women artisans display their work in clay, wood, paper, silk, porcelain, silver, wool and various other materials at the Women's Cultural Trust, located in the Christian Association Building. Handcrafted original works range from wool mittens, scarves and shawls to clay muffin tins, chimes and mugs. All of the trust's potters use lead-free glazes, making these decorative objects safe for cooking.

Hand-sewn throw and batik silk pillows, clay wine glasses and hand and finger puppets are among the items offered, as are Christmas ornaments, original Christmas card designs, calendars, kaleidoscopes, lamps, diaries, tie-dyed t-shirts, handwoven sweaters, vests and handcrafted jewelry.

### ...Houston Hall Basement

For the music lover on your list, Houston Hall Records offers a wide selection of albums on both domestic and foreign labels. The shop will order any record in print—they often promise next day delivery—and will trade used albums or buy for resale.

Satisfy the sweet tooth with a stop at the Candy Shop. Featuring candy and nuts, the shop is celebrating the holiday season with chocolate Santas and candy canes. Down the hall is the basement's newest addition, Box of Rain. This unusual shop features "gifts and paraphernalia for recreational minds." Sports and concert fans will be satisfied at the Houston Hall Ticket Agency, with tickets for many citywide events. To insure that cards and gifts arrive in time for the holidays, mail them early from the Houston Hall Post Office, just across from the ticket agency.

Houston Hall Travel Agency can arrange the perfect winter vacation, either as a gift or as a well deserved rest from the ordeals of holiday shopping.

### ...Things to Read and Do

Subscriptions to *The Pennsylvania Gazette*, the University's alumni journal, are available at \$10 per year. Call Ext. 5555. *Wharton Magazine*, geared for the business executive (and the soon-to-be-executive) is another University publication. Call Ext. 7195. *Expedition*, published by the University Museum, covers archaeology and anthropology. Call the museum for details. For a more thorough listing of campus publications, see "The Complete Campus Reader" (*Almanac*, April 5, 1977).

The University of Pennsylvania Press publishes books, many by Penn authors, on a wide variety of subjects. A current title is *Gladly Learn and Gladly Teach*, an illustrated history of the University, by Martin Meyerson and Dilys Pegler Winegrad. For a catalogue, call Anne Cordes at Ext. 6261.

Call the Annenberg Center box office, Ext. 6791, to order tickets for remaining productions in this season's offerings—among them, a series of plays by Edward Albee, with the playwright participating in the festivities, April 17-22.

### ...And Finally

Many departments within the University offer Pennsylvania memorabilia or use of facilities for the holiday season.

For the proud alum, Alumni Relations offers a selection of Penn gifts: Pennsylvania chairs, black with the University's seal in gold, a time and weather panel, a Cross pen and pencil set. Call the Alumni Relations office, Ext. 7811.

Certificates for court time at the Levy Tennis Pavilion will be individually designed and are available for any amount of court time. Call Marilyn Enright, Ext. 4741. For the person who would rather watch than play, the Franklin Field Ticket Office offers tickets for all Penn sports events. Call Ext. 6151 for more information.

## Honors

### Honors in Brief

**Dr. Robert Austrian**, professor and chairman of research medicine, was one of this year's recipients of the prestigious Lasker Award, given by the Albert and Mary Lasker Foundation of New York, for his research on a vaccine for bacterial pneumonia. Dr. Austrian's work led to the development of Pneumovax, a vaccine produced by Merck and Company.

**Dr. Giulio J. D'Angio**, director of the Children's Cancer Research Center of Children's Hospital of Philadelphia and professor of pediatrics, was awarded the American Cancer Society's 1978 annual national award.

**Douglas R. Dickson**, director of personnel planning, received the 1979 Edward S. Noyes Award for Outstanding Service, given by the College Entrance Examination Board.

**Dr. Florence Downs**, associate dean and director of graduate studies of the School of Nursing, has been named editor of *Nursing Research*, a bimonthly publication of the American Journal of Nursing Company.

**Dr. Jay R. Galbraith**, professor of management, received an award from the Organization Development Council for his book, *Organization Design*.

**Dr. Arthur E. Humphrey**, dean of the College of Engineering and Applied Science, and associate deans **Dr. Joseph Bordogna** and **Dr. Louis A. Girifalco** received awards "in public recognition of their outstanding leadership in a very difficult time" from the CEAS faculty.

**Mark S. Levitan**, executive director of the Hospital of the University of Pennsylvania, received the Torch of Learning Award of the American Friends of Hebrew University.

**Irene Pernsley** and **Dr. Marechal-Neil Young** of the School of Social Work received awards from the Tree of Concern International Foundation.

**Donald T. Sheehan**, secretary emeritus, has been elected an honorary associate fellow of the College of Physicians of Philadelphia.

**Provost Eliot Stellar** received an honorary degree from Ursinus College at its Founders' Day convocation October 29.

**Dr. Craig R. Thompson**, Emeritus Schelling Professor of English Literature, was presented a volume of *Essays on the Works of Erasmus*, published in his honor by the Yale University Press.

### Indian Studies

The following faculty members and graduate students received awards for the academic year 1978-79 from the American Institute of Indian Studies: Stuart Elkman, graduate student, Oriental studies; Surendra Gambhir, assistant instructor, South Asia studies; Douglas Haynes, graduate student, South Asian history; Dr. Richard Lambert, professor of sociology; Patricia Mumme, graduate student, religious studies; Jaimie Ray, graduate student, South Asia studies; and Dr. Franklin Southworth, associate professor, South Asia studies.



# Openings

The following listings are condensed from the personnel office's bulletin of December 7, 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 call personnel services, Ext. 7285. The University of Pennsylvania is an equal opportunity employer. Where qualifications include formal education or training, significant experience in the field may be substituted. 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 I** (12-5-78).  
**Application Programmer Analyst I** analyzes mathematical models in statistics and pattern recognition; installs, upgrades and maintains computer programs. B.S. in applied math, systems experience, FORTRAN programming. \$11,525-\$16,125.  
**Assignment Officer** (10-31-78).  
**Assistant Chairman for Administration** (10-31-78).  
**Assistant Director** (12-5-78).  
**Assistant Placement Counselor** (11-21-78).  
**Assistant Program Director** (11-14-78).  
**Benefits Counselor** (11-14-78).  
**Business Administrator II** prepares payroll; maintains records; processes appointments, terminations, tuition and fellowships. B.A., four years' experience in management and administration of budgets, grants and contracts. \$10,050-\$14,325.  
**Curriculum Coordinator** (11-21-78).  
**Director, Computer Center** manages a medium-scale academic computing facility, controls budget, teaches and administers an introductory MBA-level computer course. MBA, knowledge of APL, FORTRAN or COBOL. \$13,250-\$18,575.  
**Director of Facilities Management** (11-14-78).  
**Director of Recreation and Intercollegiate Athletics** (11-14-78).  
**Engineer, Pressure Chamber** (9-19-78).  
**Fiscal Coordinator** (12-5-78).  
**Head of Laser Operation** (11-21-78).  
**Junior Research Specialist** (four positions) (a) (10-31-78); (b) (two positions—11-14-78); (c) performs purification, enzyme assays and radioimmunoassays relating human biochemical genetics (master's degree in biochemistry, three years' experience). \$9,275-\$13,000.  
**Office Manager** (two positions) (a) (10-31-78); (b) (11-7-78).  
**Placement Counselor** (9-12-78).  
**Program Analyst I** (12-5-78).  
**Research Dietician** calculates and records daily dietary intake, performs anthropometric measurement and QC, counsels and provides expertise in food composition and diet. Master's degree in nutrition, registered dietician. \$11,525-\$16,125.  
**Research Specialist I** (two positions) (a) (11-7-78); (b) (12-5-78).  
**Research Specialist II** (9-12-78).  
**Research Specialist III** (11-21-78).  
**Senior Administrative Fellow** plans and implements educational programs; recruits, selects, trains and evaluates; counsels students and staff. B.A., administrative experience. \$10,050-\$14,325.  
**Senior Systems Analyst** (two positions—9-19-78).  
**Statistician** (10-31-78).

## Support Staff

**Administrative Assistant I** (two positions) (a) sends out and keeps record of applications, arranges student orientation (three years' secretarial experience, typing, adding machine, shorthand preferred); (b) prepares schedules, coordinates board review course (high school graduate with some college or medical experience, typing, dictaphone or shorthand). \$7,150-\$9,150.  
**Administrative Assistant II** (five positions) (a) (10-24-78); (b) (three positions—12-5-78); (c) handles purchasing and accounts payable, assists in cost analysis (two years' office experience; typing 50 wpm, knowledge of University procedures preferred). \$7,700-\$9,850.  
**Assistant, Computer Terminal** (12-5-78).  
**Assistant Supervisor** supervises night shift of the University mail service, is responsible for operation in supervisor's absence. Knowledge of general mail operations. \$8,175-\$10,050.  
**Assistant Supervisor, Bulk Mail** is responsible for coordinating the bulk mail center. Knowledge of bulk mail operations. \$8,175-\$10,050.  
**Cashier** (9-12-78).  
**Clerk III** (12-5-78).  
**Data Control Coordinator** (11-12-78).  
**Dental Technician I** (12-5-78).

**Duplicating Machine Operator I** operates Xerox 7000, organizes work orders. Experience, organizational skills. \$5,050-\$6,450.  
**Duplicating Machine Operator II** (11-7-78).  
**Electrician** (10-24-78).  
**Fellowship Assistant** (12-5-78).  
**Information Control Clerk** (12-5-78).  
**Information Systems Technician** (two positions) (a) (11-21-78); (b) (12-5-78).  
**\*Junior Accountant** (9-26-78).  
**Laboratory Assistant I** (12-5-78).  
**\*Office Automation Editor** (10-10-78).  
**Payroll Clerk** (two positions—12-5-78).  
**Programmer I** (10-3-78).  
**Receptionist, Medical/Dental** (four positions) \*(a) (11-21-78); (b) (two positions—12-5-78); \*(c) types correspondence, manuscripts and grant applications; answers and relays telephone calls to labs and offices (good typing). \$6,225-\$7,975.  
**Research Bibliographer I** (11-21-78).  
**Research Lab Technician I** (11-21-78).  
**Research Lab Technician II** (11-21-78).  
**Research Lab Technician III** (five positions) (a) (three positions—11-14-78); (b) (12-5-78); (c) grows cell cultures, tests antibodies for cytotoxic and binding activity (B.A. in biology or chemistry). \$8,625-\$11,050.  
**Secretary II** (12 positions). \$6,225-\$7,975.  
**Secretary III** (14 positions). \$6,700-\$8,575.  
**Secretary III, Clinical** (11-21-78).  
**Secretary IV** (12-5-78).  
**Secretary, Medical/Technical** (six positions). \$7,150-\$9,150.  
**Senior Admissions Assistant** (11-14-78).  
**Sergeant** (11-7-78).  
**Stockkeeper II** (12-5-78).

## Part-Time

One administrative/professional and 15 support staff positions are listed on campus bulletin boards.

# Things to Do

## Lectures

Dr. S. Majcherczyk, Medical Academy of Warsaw, Institute of Physiological Sciences, Warsaw, Poland, discusses **Neural Control of the Carotid Body Chemoreceptors** in a Respiratory Physiology Seminar, December 13, 12:30 p.m., physiology library, Richards Building. §Dr. Shirley Tilghman, Temple University, analyzes the **Structure of the Alpha-fetoprotein Gene in the Mouse** in a Department of Microbiology seminar, December 14, 11:30 a.m., Room D, School of Medicine. §Dr. David O'Connor, associate curator of Egyptology at the University Museum, presents a slide-lecture on **Treasures of Tutankhamun**, December 15, 8 p.m., University City New School, 42nd and Locust Streets (\$3).

## Films

International Cinema features Alexander Kluge's **Strongman Ferdinand** (December 14, 7:30 p.m.; December 15, 4 and 9:30 p.m.) and Andrzej Wajda's **Landscape after Battle** (December 14, 9:30 p.m.; December 15, 7:30 p.m.). International House (evening, \$1.50; matinee, \$1). §The University Museum's Sunday series offers **Spanish Earth** and **The Ona People: Life and Death in Tierra del Fuego**, December 17, 2:30 p.m., Harrison Auditorium. §The University Museum's children's selection is **Oliver!** December 16, 10:30 a.m., Harrison Auditorium.

## Mixed Bag

The Crafts Gallery of the Women's Cultural Trust features **Quilts and Unquilts**, December 12 through December 22, Christian Association Building. §The Morris Arboretum studies **Woody Landscape Plants** with curator Paul Meyer, December 13, 10 a.m. to noon. Call CH-7-5777. §**Basketball**: Penn plays Wake Forest at the Palestra, December 20, 8 p.m. For tickets, call EV 6-0961 or go to Weightman Hall (open 11 a.m. to 4:30 p.m.).

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