

Almanac

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Law School Amends Admissions Procedures

The Law School faculty voted Monday, December 11 to restructure procedures for special admissions in order to conform with the Bakke decision. An Ad Hoc Law School Committee on Admissions Practices determined that a special admissions committee is unnecessary, and that race is a factor that will be considered in admissions decisions.

The ad hoc committee, chaired by law professor Alvin C. Warren, consisted of law faculty members, with four law students participating in the formulation of the report. At the Monday faculty meeting, eight students participated in the discussion of the report.

According to the report, the former law admissions procedure, which allowed two separate, non-competitive admissions committees to make decisions on "general" and "special" admissions, will be replaced by a single admissions committee composed of five faculty members and three students. Out of this committee, a special admissions subcommittee, consisting of three of the five faculty members and five minority students, will be formed. The subcommittee will not make separate decisions, but will rank each applicant and refer this information to the full admissions committee, which will make all admissions decisions.

About a dozen demonstrators, both students and members of the community, protested the recommendations prior to the Monday faculty meeting. Sponsored by the Ad Hoc Committee for Affirmative Action, the demonstration called for "the defense and extension of affirmative action programs to maintain a strong minority presence at the Law School," according to a press release issued by the organization.

Vice-Dean for the Law School Phyllis Beck asserted that "Penn Law School's commitment to a substantial minority presence in its student body remains unchanged." Beck said that 19 percent of the overall student body are minority students and that women make up 45 percent of the entering class.

Trustees to Meet December 21

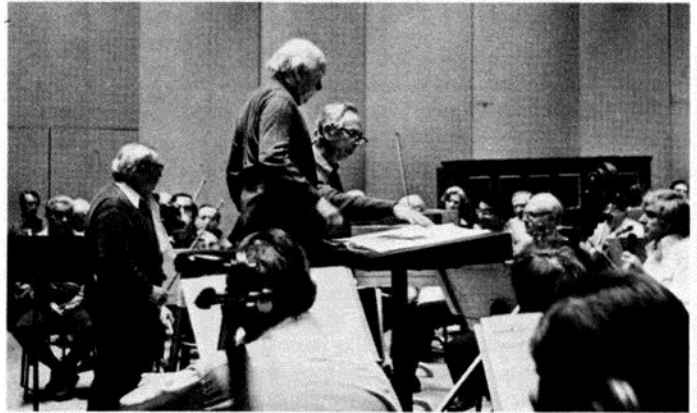
The executive board of the trustees will meet in an open stated session from 3 to 4 p.m., Thursday, December 21, in the Club Room of the Faculty Club. No agenda has been announced.

FAS Associate Deans Appointed

Faculty of Arts and Sciences Dean and Provost-elect Vartan Gregorian has appointed Peter J. Conn to the newly created post of associate dean for special programs, and Donald D. Fitts associate dean for graduate studies to succeed Frank P. Bowman.

The associate dean of special programs will have responsibility for thematic and freshman seminars, faculty seminars, specific interdisciplinary majors and FAS projects with external funding, such as a proposed summer seminar for the continuing education of college teachers.

Conn is an associate professor of English. A past master of Hill House, he won the Lindback award for distinguished teaching in 1973. He created the College of Thematic Studies, and in the early 1970s served the College of Arts and Sciences as vice-dean, associate dean and acting dean. Fitts, professor of chemistry, conducted research at the Department of Physical Chemistry at Oxford University last spring. Author of *Nonequilibrium Thermodynamics* (1962), he is a former vice-dean of the College. Both associate deans will have offices in Logan Hall and will continue their normal teaching responsibilities.



Composer George Rochberg (right) discusses his violin concerto with Philadelphia Orchestra conductor Eugene Ormandy as violinist Isaac Stern (left) awaits outcome, at a rehearsal for a performance at the Academy of Music last October. A Festival of the Chamber Music of George Rochberg, jointly sponsored by the Department of Music and the Philadelphia Savings Fund Society, will present three evenings in celebration of the composer's sixtieth birthday, January 15, 18 and 20 at the University Museum. Tickets are available in advance from the Music Department Performance Activities Office, 518 Annenberg Center, Ext. 7544 or 6244.

Nominations Invited

The University of Pennsylvania invites nominations and applications for three senior positions in the office of the provost, the chief academic officer of the University. The positions are available immediately. All candidates should possess strong academic credentials. Nominations and applications should be sent to the office of the provost, 102 College Hall/CO, and should be received by January 31, 1979, though exceptional candidates may be considered after that date. The University of Pennsylvania is an equal opportunity affirmative action employer.

The associate provost is the chief adviser and deputy to the provost. His or her responsibilities will include academic programs and planning, faculty appointments and faculty affairs. The associate provost should have exceptional credentials for academic leadership.

The vice-provost for University life will have primary responsibility for the welfare and development of students, graduate as well as undergraduate. The vice-provost will have responsibility for such areas as admissions and financial aid, student residences and student life, recreation and intercollegiate athletics, and a number of academic and administrative services such as registrar, counseling, career advising and placement. The vice-provost should have a special interest in and commitment to students.

The vice-provost for research will be responsible for research policy and administration and for the increasing demands of governmental and foundation relations as they affect the climate for research. The vice-provost will have a special concern for a number of interdisciplinary research related centers and facilities. The vice-provost should be a strong and active scholar; experience in federal research policy is desirable.

Almanac: Publication Recess

Almanac will omit issues on December 26, January 2 and January 9. The regular publication schedule will resume January 16, 1979.

Speaking Out

More on Benefits Outreach...

To the Editor:

In last week's *Almanac* the A-3 Coordinating Committee questioned the Office of Personnel Relations about its proposed use of non-University people for an "outreach" program of benefits counseling. "How," asks the committee, "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?" The answer is simple: it will cost the University less money to use our benefit carriers—those commercial companies that provide some of our key benefits like pension plans and group insurance—than to hire full-time professional staff. While few would wish to argue that it would be better to add to our staff, the fact remains that the University's economic circumstances are such that we are not going to enlarge our non-academic staff and we are going to be extremely selective about our academic growth.

Despite our present lack of funds, we recognize that individual benefits counseling is of great value. We have for many years relied upon the Equitable Life Assurance Society of the United States to counsel interested employees about options under the Pennsylvania Annuity Plan, and we have requested that Richard McCue Associates, who are agents for the Massachusetts Mutual Life Insurance Company, conduct private sessions for those employees who wish to review their total University benefits package. These companies do not charge for this service; the only costs to the University are administrative (supplying office space and benefits information about those employees who voluntarily seek counseling), and these administrative costs are small.

At our request McCue Associates agreed to conduct benefits counseling sessions for those staff members at the Hospital of the University of Pennsylvania who wished such a review. In this session the hospital's employee benefits are explained, the details of one's choices, assignment of beneficiaries, and so on are gone over. It's amazing just how many employees have not reviewed their beneficiary assignments! The staff of McCue Associates has now counseled more than 1500 HUP employees, and we're satisfied that they have done an effective job. We've monitored their work carefully and find that, all in all, the experience there has been overwhelmingly good.

We still intend to experiment with this option and will work with members of the administrative staff in doing so. Those who feel they can gain from an explanation of the wide range of University benefits will be given an opportunity to participate. No information in our personnel files will be made available to counselors without the permission of the individual faculty or staff member.

Given the economic realities here at the University, we believe that our "outreach" program offers the best approach at this time. The program will be monitored carefully to assure that it is satisfactory in every way.

—Gerald Robinson,
Executive Director of
Personnel Relations

...And Again More

To the Editor:

First a disclaimer: although we are members of the committee whose letter on this subject appeared in *Speaking Out* in last week's *Almanac*, our opinions here are not necessarily representative of a majority of the A-3 Assembly Coordinating Committee.

One of that A-3 committee's concerns was the cost of the proposed benefits outreach plan (whereby outside consultants would provide personalized counseling for University employees—including faculty—about their benefits). That concern appears to be unfounded; it has been learned—accidentally—that the consultants will cost the University practically nothing, since they are going to "sell insurance."

When the A-3 Coordinating Committee, primarily for the reasons given in its letter last week, declined to be the "test" group of University employees to be "counseled," the proposition was taken to the Administrative (A-1) Assembly's Executive Board—with one significant difference: the fact was not concealed from them that the outside firm is an insurance brokerage firm and that it is going to try to sell insurance and private retirement plans to the employees it "counsels."

There was no indication from Mr. Robinson or the two representatives of the firm who addressed the A-3 Coordinating Committee that that was part of the benefits outreach plan. There was no indication, either then or later, that there was even a possibility that this service might not cost the University any considerable sum. (We asked how much it would cost and were told that that item was still under negotiation and so no figures could be disclosed.) Now that the truth is known, the A-3 Coordinating

Committee need not be overly concerned about the University's expense for this "benefit."

What the A-3 Assembly—and all other University employees including faculty—do need to be concerned about is the credibility problem revealed here. If one didn't know from another source, could one have figured out from the committee's letter of last week that the outside firm was going to try to sell additional insurance and private retirement plans? That information was not only not given to the A-3 committee, but we were led to think that it was the "overwork" of personnel's benefits counselors and the lack of funds to hire more counselors, coupled with the University's altruistic desire to provide this beneficial service for all its employees that prompted the engagement of outside counselors. And we certainly were allowed to think that it was going to cost the University something—hence our concern about the expenditure of the "consulting money" they said is available.

We understand that there will be an "explanation" or response to our letter of last week in this same *Speaking Out* section. [See above—ed.] All well and good. We can only hope that it is more accurate than the presentation to the A-3 representatives. One of the most important lessons to be learned from this is that even without being untruthful, it is easy to create an inaccurate picture by omission of some important details and distortion of others.

—Louise Andrews, Ethel Duffy, Ruth Ebert, Joseph Guerrero, Margaret Peacock, Virginia Upright

Gerald Robinson, executive director of personnel relations, replies:

In response to the preceding letter, I suppose there are some partial answers in my reply to last week's letter from the A-3 Assembly. However, the counseling team involved in our outreach plan are from an insurance agency—one that has an official relationship with the University—and is able to provide a range of personal security protection options on a payroll deduction plan. Many employees have asked for such information. But, let me emphasize the following points, and I do so after monitoring 1500 individual explanation sessions at HUP:

- The program is voluntary and no personal records are made available to the counselors without consent of the employee.

- There is no "selling," but information about plans is available.

- The cost to the University is only with

respect to some extra administrative effort and necessary payroll deduction arrangements.

The authors seem unduly concerned about a program which so far has been a success at HUP. We retain the right to discontinue the program at any time if our objectives and standards are not met

by the counseling team.

Help Us Help You

If you have any problems in receiving *Almanac*, call Karen Dean, editorial assistant, at Ext. 5274 or write *Almanac*, 515 Franklin Building/16. Please send incorrect labels or envelopes.

Letters Welcome

Almanac invites all members of the University community—administrators, faculty, staff and students—to submit letters on relevant University issues to *Speaking Out*. The deadline for publication is the Tuesday before the Tuesday of the issue in which the letter may appear.

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.

Bulletins

United Way Campaign Continues

The 1978 United Way campaign for the University will continue through December 22. As of December 13, slightly more than \$50,000 had been contributed, a sum far short of the \$85,000 goal. Last year faculty and staff contributed \$82,700. According to Andy Geiger and Donald S. Murray, chairmen of the campaign, several other schools in this area have exceeded their goals; if the University does not meet its goal, a shortfall in the area's college and university division will result.

Faculty Grant Applications Due February 1

The Committee on Faculty Grants and Awards reminds the faculty that February 1, 1979 is the deadline for receipt of applications for summer fellowships (\$2,000) and grants-in-aid (not to exceed \$1,500) for 1978-79. Preference will be given to applicants of the rank of assistant professor. In general, awards will not be made to faculty members who have received support from the committee in the past three years, and a summer fellowship will not be given if the applicant has other sources of salary support for that period (including income from teaching summer session). Application forms may be obtained from the Office of Research Administration, 409 Franklin Building/16, Ext. 7293.

Holiday Hours

Bookstore: regular hours through December 21; December 22, 9:30 a.m.-5 p.m.; closed December 23-26; December 27-29, 10 a.m.-5 p.m.; closed December 30-January 2; January 3-13, 9:30 a.m.-5 p.m.; closed January 6-7; January 13-14, 10 a.m.-5 p.m. During the first two weeks of spring term classes, hours will be extended: January 15-18, 9 a.m.-9 p.m.; January 19, 9 a.m.-5 p.m.; January 20, 10 a.m.-5 p.m.; closed January 21; January 22-23, 9 a.m.-9 p.m.; January 24-25, 9:30 a.m.-6:30 p.m.; January 26, 9:30 a.m.-5 p.m.; January 27, 10 a.m.-5 p.m.; closed January 28. The bookstore will resume regular hours on January 29.

Campus Bus: normal service through December 22; no service December 23-January 1; normal service resumes January 2.

Dining Service: all facilities close after lunch December 21, except the Hill House Cafeteria and the Class of 1920 Commons, which close after dinner; service resumes January 15. The Law School Cafeteria will be open during the holiday break by contract to law students and on a cash basis to others. The Soupery will be open normal hours through December 22; closed December 23-January 1; open for lunch only, January 2-12; resumes regular hours January 15.

Faculty Club: food service ends after lunch December 22; open for cocktails until 7 p.m.; closed December 23-January 1; open for lunch only, weekdays January 2-12; resumes normal hours January 15. The Faculty Club will be available for private parties and meetings during the semester break.

FAS Audio Visual Center: closed December 22-January 14;

resumes normal hours January 15.

Libraries: Van Pelt and Lippincott Libraries will be open December 21-22, 8:45 a.m.-5 p.m.; closed December 23-25; December 26-January 12, 9 a.m.-5 p.m.; closed December 30-January 1, January 6-7, January 13-14. Rosengarten Reserve Room will be closed December 22-January 14. All libraries resume regular hours January 15.

Mail Service: no service December 25 or January 1; one delivery daily (8 a.m.-1 p.m.) December 26-29. Regular service resumes January 2.

Purchasing: closed December 23-January 2. Requisitions must be submitted before December 20 to be processed during 1978.

Recreation: all facilities close December 21, 5 p.m. Gimbel Gymnasium reopens January 2-12, weekdays only, noon-7 p.m.; Gimbel and Hutchinson Gymnasiums open January 13-14, noon-5 p.m. All facilities resume normal hours January 15. The Levy Tennis Pavilion will be open normal hours throughout the break but will close at 4 p.m. December 24 and be closed December 25. The Class of 1923 Rink will have no afternoon skating December 26-29 and no skating December 24 or December 31 but will otherwise maintain normal hours.

Telephone Service: normal hours through December 22; closed December 23-25; switchboard open December 26-29, 9 a.m.-5 p.m.; closed December 30-January 1; resumes regular hours January 2.

Memorial Roll Book Displayed

The Memorial Roll Book, usually housed in the Rare Book Room of Van Pelt Library, will be on display in the Faculty Club lounge through the end of January. The Memorial Book Fund was inaugurated in 1969 as an "in lieu of flowers" fund for alumni and friends of the University wishing to commemorate a deceased classmate, family member or friend, according to Raymond C. Saalbach, director of memorial programs.

Gimbel Gym Offers Children's Classes

The Department of Recreation will offer Saturday morning children's classes in swimming and fencing beginning January 20. For University faculty, staff and students, the fee for the six 45-minute sessions is \$15 per child per activity; for community residents the fee is \$20. To register, call Robert A. Glascott, Gimbel Gymnasium, Ext. 6101, by January 15.

Change of Address

The English Program for Foreign Students will be located in Room 21, Bennett Hall, 3340 Walnut Street/DI, after January 1, 1979.

Day Care Center Programs Announced

The School District of Philadelphia's day care centers take care of pre-kindergarten children from 7 a.m. to 6 p.m. daily. There are vacancies in the following West Philadelphia centers: Calvary Episcopal, 814 N. 41st Street, BA 2-4581; Grace Lutheran, 36th Street and Haverford Avenue, BA 2-6299; First African Presbyterian, 42nd Street and Girard Avenue, GR7-8218; Metropolitan Baptist, 35th Street and Baring Street, EV 6-3362.

Council Committee Reports, 1977-78

These two reports conclude the Council committee reports for 1977-78. Other reports appeared in Almanac on October 17, October 31, November 14 and November 21, 1978.

Recreation and Intercollegiate Athletics

The committee changed its approach to the task this year. Instead of all members being involved with all aspects of the Department of Athletics, each member selected an area of interest and four subcommittees were formed: Title IX (which included women's athletics), Intercollegiate Athletics, Program for the Eighties and Recreation (which included intramural sports). The purpose of the new approach was to create a situation where committee members could specialize in one area rather than try to become knowledgeable about the entire department. The subcommittees arranged their own meetings and the parent committee met six times to discuss general business and subcommittee reports.

Title IX

The position of women's athletics at the University is improving steadily. The schedules of the women's teams are being upgraded and a greater opportunity to compete on teams is being offered to women. Although there remain some inequities between men's and women's athletics, progress is being made toward parity. Some of the problems experienced by the women athletes are also experienced by the men.

Concerns in this area requiring continued attention are parity for coaches' salaries, the boathouse facility and equipment.

Intercollegiate Athletics

The major concern related to the decisions to drop hockey and gymnastics and to reinstate gymnastics. The committee was especially concerned about the decision-making process and, as a result, worked with Andy Geiger on clarification of the role of the committee and on improving communications.

Two club sports were considered for varsity status. Women's track and field was endorsed. The decision was based upon the following facts: 1) an anticipated expense had already been built into the budget; 2) the team maintained an excellent record—it won the Ivy League Indoor Championship; 3) because of the rules, they would not be allowed to enter competitions next year, although exceptions had been allowed this year; 4) as women's club sports will no longer be administered by the Department of Intercollegiate Athletics, it is possible that the team would be unable to maintain itself and 5) the addition of the team enhances the University's opportunities to meet Title IX regulations.

The men's volleyball club was considered for varsity status, but the decision was deferred. They have maintained an excellent record, and the committee was sympathetic to their request. However, it was recommended that the request be reviewed at the beginning of the next academic year when it could be examined in the perspective of possible changes in the total program. Because of their schedule, which starts later, this could be done without detriment to their participation in competition.

The major priority for next year is the overall direction that varsity sports should take. The possibility of three levels of sports based, in part, upon the degree of University support required needs to be considered. The regulations for the Ivy Group and NCAA need to be kept in mind. This decision could affect the reconsideration of the request for varsity status by the men's volleyball club. A recommendation presented by the subcommittee was that it would be helpful if subcommittee members had more contact with the coaches.

Program for the Eighties

Hunter Lott has continued to do exceptionally fine work in fund raising. During 1977-78, the University received approxi-

mately \$350,000 in endowment support for athletics and a gift of \$350,000 from Henry Bower ('17) for construction of a new baseball field. Construction of Bower Field has begun. Projects under consideration include enlarging the boathouse and indoor field and track facilities. Although these projects are much needed to maintain the present programs there are a number of practical problems, such as obtaining land and permits.

The possibility of having a full-time development officer for the athletic department is being examined and needs to be followed up.

Recreation

The intramural programs under the leadership of Robert Glascott continue to do very well. There are few other universities with programs of comparable size and level of participation. Although the overall Department of Recreation is providing many opportunities for students, staff and faculty, there is an expressed need for expanded use of the facilities. Ronald Bond is attempting to meet these needs within the budgetary allotment and has done well.

Geiger received a request to institute a fee for faculty use of the recreational facilities. The committee was consulted and voted against the measure. It was considered that although students pay for services as part of their general fee, recreational facilities are an employee benefit that encourage student-faculty interaction. Other Ivy League schools do not have this charge.

A questionnaire was distributed to obtain information about needs and directions for the future. The results will provide guidance for next year.

—Janette L. Packer, chair

University Bookstore

The committee held a number of meetings during the past fiscal year and had an active and result-filled year.

The committee is pleased to report another profitable year for the bookstore. The reader may recall that between 1965 and 1974 the store suffered a series of deficits of varying magnitudes, running as high as a quarter million dollars, and seldom less than \$100,000. Then, in FY 1975-76, the store was turned around and showed a modest surplus for that period. The surplus grew to 3 percent of sales in FY 1976-77. At the end of current fiscal year, ending June 30, 1978, the surplus reached 2.75 percent of sales.

As in the past fiscal year, 1976-77, the surplus was not so much the result of expanded total sales volume. Indeed, total revenues showed a modest increase from \$3,638,633.00 in 1976-77, to \$3,760,405.00 in 1977-78 (2 percent). Rather, the favorable results in the past three years reflect more efficient operations and a careful control of expenses. This was attained in part through careful recruiting and training of personnel, better employee morale, monitoring controllable expenses (telephone, book returns, energy consumption, etc.), and careful purchasing so as to enhance stock turnover and reduce markdowns.

A major improvement in textbook sales, and relative expenses related to this department was noted, although trade books did not do so well. Among the departments showing gratifying improvement in sales and profit contribution this year were the Sportspot, gifts, photography and school supplies. We understand that the new record concession is also doing quite well. The gift shop lagged well below previous years in sales but not in surplus contribution; steps have been taken to increase sales in 1978-79.

During the first meeting of the bookstore committee in the fall, 1977, it was agreed that our major objective for the year should be to aid management in finding ways of increasing the efficiency of our two major departments, textbooks and trade books. Both departments have been encountering some difficult problems, and if we could help define and solve some of them, we felt it would be a substantial contribution.

Accordingly, two subcommittees were appointed to investigate these areas: the textbook subcommittee chaired by Dr. Arthur I. Bloomfield; and the trade book subcommittee chaired by Dr. Jeanne Krochalis. The remaining members of the whole committee were divided between the two subcommittees.

Dr. Bloomfield and his group worked very closely with the textbook department of the store and devoted many long hours to its task. Dr. Bloomfield reported to the committee at its last meeting. He made many very useful suggestions of ways to improve the textbook operations and procedures, which are to be initiated by the management in the fall, 1978. The chairman deeply appreciates the valuable work of this subcommittee and its able chairman. The subcommittee report is appended to this annual report.

The subcommittee on trade books did not complete its work and therefore could not render a report on the trade book situation. This remains unfinished business for the new committee.

During the last two meetings, a discussion was held as to what we perceived as the main problems facing the bookstore in the immediate future. The following is a fair consensus of the committee's appraisal of major problems to be solved in the future.

A. New Store Building

The committee has been very pleased with the attractive appearance and logical layout of the present store. It certainly reflects real ingenuity of the management to achieve this result despite a basically old, decrepit building, archaic lighting and display fixtures and the like. Surely, a thorough refurbishment of the interior of the store would further enhance this feeling of order and appeal. But the effect must be purely cosmetic: we still have a worn out structure, one that almost defies enhancement. Therefore, the committee urges that the matter be accorded high priority in the longer-run campus development plans. The committee would also like to state that it favors the present location of the store and regards with disfavor suggestions to move it to a lower traffic location, one less convenient to the bulk of the store's customers.

B. Trade Books

This department is very difficult to operate. The store does have a very wide selection of book titles (around 65,000 at last count), yet there is a serious problem of what to select (e.g. buy *all* of the *New York Times* best-sellers list? or part? which part?). How many copies to purchase, and how to price (full list price? meet discount bookstore competition?). Clearance sales (i.e. the selling of publisher close-outs), special orders—all present their difficulties.

The committee recommends to its successor that a new task force be constituted to investigate trade book problems and to work closely with the trade book department to improve this sector of the store's service to the University community.

C. Better Records and Inventory Control

The committee recommends that a mini-computer be installed so that the store can handle its own record keeping functions. Utilizing a suitable program, the cash registers could be hooked up with the computer to afford management detailed and current statistics on sales, costs, turnover and, importantly, the status of our inventory. The latter improvement alone could save the store thousands of dollars a year in redundant inventory.

Better and faster data will enable the store management to react more quickly and effectively to changes in the marketing environment that lie ready to trap the unwary in the retailing field.

D. Over-Inventoried Condition

The chairman feels that a slow-down, even recession, is in the offing. He has some evidence that the store's inventory presently is somewhat too heavy. Therefore he recommends that measures be taken to work down excess inventory during the next quarter. The inventory of the store increased 2 percent in fiscal 1977-78—

exactly matching sales increase. Shrinkage dropped from 1.8 percent of sales to .75 percent of sales.

E. Special Events

The Christmas sale for faculty and students was a great success. Other promotional events and sales were carried out during the past year. We urge that even more promotional efforts be made during the forthcoming year. As a part of this, more advertising should be done. Sales, publicity and advertising draw traffic, create good will and place the store before our public.

F. Employee Morale

The committee has noted an impressive improvement in the morale of our store personnel. This, in turn, has resulted in a marked improvement in the way customers are treated. We recommend further measures to keep morale high by (a) inspiring leadership (which we have), (b) personnel training and development, (c) promotion from within where feasible and (d) improved compensation. In connection with the latter recommendation, we believe that a bonus system to recognize superior performance would be most desirable to institute.

G. Image

Finally we come to that important intangible, image, which is how most people regard and feel about the bookstore.

We think that the store's image is pretty good amongst the students, despite the frustrations of long lines during the textbook rush (which we have alleviated substantially). But we are certain that many of the faculty, and perhaps some of the administration people do not view the store favorably. The genesis of this alienation goes far back in history, and need not be reviewed here. Suffice it to say that these unfavorable attitudes no longer reflect reality, but any public opinion researcher will tell you that it is virtually impossible to dispell unfavorable beliefs towards an institution once they are in the mind. However, despite the difficulty, the store must communicate with these disenchanted members of our community and attempt to persuade them that former "gripes" no longer apply to the modern store. It must get them into the store so that they can see the changes for themselves. It must try to secure articles in the press, reflect the new image in its advertisements, have special promotions beamed to such segments. The Christmas Party for the faculty, occasional open house events, articles in *Almanac*, direct mailings: these are examples of ways to rebuild relations with the disenchanted. Of course, prompt attention to complaints, courteous treatment by sales persons, better handling of textbook orders and special orders placed by the faculty, all of these measures, already initiated, will greatly improve the image of the bookstore amongst all customers.

In closing, the chairman would like to express his thanks to Gerald T. Ritchie and his fine staff for the splendid cooperation received during the two years in which he held the chair. We have a good store only because we have a skilled and dedicated team running it. Let us continue the good work.

—William T. Kelley, chair

Text Subcommittee Report

A major problem facing the text department is the late filing by instructors of their text requirement forms. On the basis of data for the fall terms of 1975-76 and for the spring terms of 1976-77, less than one-quarter of these forms were received by the due dates of May 1 and October 15 respectively. Less than one-half had been filed by May 30 in the case of the fall terms, and only somewhat more than one-half by November 30 in the case of the spring terms. In both cases a significant fraction of the forms was received only in the month immediately before the commencement of the terms in question; and indeed some forms continued to be received even after classes had started. The problems posed for the bookstore by excessive filing delays are well summed up in the textbook ordering instructions that are sent to the instructors with

the forms and need no repetition here.

In many cases undue delays in filing are simply unavoidable because of delays in completing the rostering or other factors. But in most cases they undoubtedly reflect instructor indifference, a reluctance to face up to text requirements for a term that is still many months away, or a belief (not entirely unwarranted) that even late filing will still suffice to ensure the supply of texts in time for class. The bookstore has experimented in several ways to cut down the extent of the delay, but apparently without marked success.

The problem is accentuated by the fact that perhaps as much as one-third of the forms, when received, are illegible. This involves further delays and places extra burdens on Mrs. DiFabio and her staff that could have been avoided had the forms been typed or printed to begin with.

There is also a tendency for many instructors to over order books. This is especially so in the case of recommended as contrasted with required books. The text department has some degree of internal control over this problem, but there are limits to what can be done. If the instructor insists that his order be filled, it will be. The problem is compounded by the fact that many instructors apparently do not even call the attention of their classes to the recommended books in question or do so insufficiently. In any case, the result is that a large fraction of these books have to be returned to the publishers. This in turn raises the sticky problem as to whether and to what extent the expenses involved should be shared by the departments concerned—a problem that also arises when required texts are changed after they have been ordered and received.

Recommendations

1. At the beginning of the fall term of 1978 a letter should be sent to the chairman of each department, signed by the full membership of the bookstore committee. The letter should request the chairman to designate someone—from his administrative, secretarial or junior teaching staffs—to serve as liaison between his department and Mrs. DiFabio and to send her the name of such person by, say, September 25 at the latest. The text department would in turn send that person text requirement forms for distribution to the instructors in the department, along with written instructions as to what exactly needs to be done. This would include, e.g., the collection of the completed forms for remission to the text department, "keeping after" those who are late in submitting their forms (perhaps by "reminder cards" in their mail boxes, a supply of which would be provided by the text department), and seeing to it that all forms received were in legible form (and if not, having them typed or rewritten in print).

2. The individual packages containing the text requirement forms and the textbook ordering instructions that are distributed to each instructor should contain a form letter addressed to the instructor from the faculty members of the bookstore committee emphasizing the importance of prompt submission of the forms, typed or legibly written, and the need for care in avoiding the over ordering of recommended and required books.

3. As an "incentive" to the person in each department performing the liaison duties, we recommend that the bookstore consider giving each such person a modest "gift certificate" enabling the purchase in the bookstore of books (or other merchandise) up to that amount.

4. We believe that the due date of May 1 for filing forms for the fall term might be unduly inconvenient. The spring term has just ended and the exam period is beginning. Departmental rostering for fall classes is often incomplete at that time. We recommend that consideration be given to a modest extension of that due date to May 15, particularly since few if any instructors will have left by that time for the summer, if they leave at all. In such case the distribution of the forms via the liaison could be extended to the last week of April. No comparable action need be taken for filing forms for the spring term, since the gap between filing date and commencement of the term is only three months instead of four (as now) in the case of filing for the fall term.

5. If, as we understand, the supply of text requirement forms on hand were not so large, we would recommend some possible improvement in the format of those forms. For example, they could be printed horizontally rather than vertically (as is the case with the comparable forms sent out by Rosengarten and Lippincott), thereby making the forms easier to fill out. Further instructions could be added, such as emphasizing the need for care in the number of copies of books requested (although this would be covered in the proposed letter to the instructors). The exact meaning of the term "recommended books" could also be specified, since the term is not without ambiguity.

6. Informal attempts should continue to be made to attract to the bookstore those instructors (and departments) that, for one reason or another, have taken their textbook business elsewhere. This is a matter of some delicacy and we have no concrete suggestions to make.

7. From the viewpoint of the *faculty* in its relations with the bookstore, we would like to see the bookstore redouble its efforts in finding a way to inform instructors more quickly than is now the case when texts which they have ordered prove to be out of print. It is very difficult when an instructor is given this information only a week or so before classes start.

Conclusion

It is our hope and expectation that the proposed letters from the bookstore committee to each departmental chairman and each instructor, and the designation within each department of a representative, will help in some degree to alleviate the problems of late filing and of over ordering, although it will obviously not solve them. On the other hand, the problem of illegible forms should be very considerably reduced by the efforts of the departmental liaison.

Previous efforts at establishing liaison relationships with each department had largely involved informal requests and contacts by Mrs. DiFabio and did not evoke the necessary degree of cooperation from the persons concerned. The more formal approach recommended here ought to bring about a greater degree of response. Much will depend on how seriously the persons designated by the chairman undertake their duties. In the final analysis, however, the results will depend on the instructors themselves. Mere exhortation, badgering and "reminders" may well not suffice. Indeed, an attempt to push the instructors too hard might simply induce more of them to order their texts elsewhere.

The subcommittee did not feel that it was sufficiently equipped to deal with the problem of whether and to what extent departments should be charged for the extra expenses arising from miscalculations or text changes on the part of their instructors. Nevertheless, we believe that this matter deserves further consideration, particularly from the viewpoint of the pressure that it might bring to bear on the departments concerned.

—Arthur I. Bloomfield, chair, textbook subcommittee

Books Briefly Noted

Dr. Carl E. Aronson, Editor: *Veterinary Pharmaceuticals and Biologicals 1978/1979*. 1,024 pages. Harwal Publishing Company. \$37.50.

Designed to serve as the "workhorse reference" for veterinary pharmaceutical and biological product identification and information, this volume provides cross-indexed listings of over 2,000 products from nearly 60 manufacturers. Aronson is associate professor of pharmacology and toxicology in the Department of Animal Biology and head of the laboratories of pharmacology and toxicology of the School of Veterinary Medicine.

Marshall E. Blume and Irwin Friend: *The Changing Role of the Individual Investor*. 243 pages. John Wiley and Sons, Inc. \$16.95. Blume and Friend, associate director and director of the Rodney L. White Center for Financial Research respectively, analyze and evaluate the status and prospects of the individual investor in the

American stock market. Blume is professor of finance, Wharton School, and Friend is the Edward J. Hopkinson Professor of Finance and Economics at the Wharton School.

J.P. Brady and H.K.H. Brodie, Editors: *Controversy in Psychiatry*. 1,087 pages. W.B. Saunders Company. \$39.50.

This volume contains analyses and critical reviews of issues ranging from specific treatment methods to the nature and future of psychiatry. Brady is chairman and professor of psychiatry.

Tristram Potter Coffin: *The Proper Book of Sexual Folklore*. 145 pages. Seabury Press. \$8.95.

A tongue-in-cheek review of world-wide folklore as it relates to sex, this "proper" book treats a delicate subject delicately indeed.

Tristram Potter Coffin and Hennig Cohen: *The Parade of Heroes*. 630 pages. Doubleday Anchor. \$12.95.

The editors, both professors of English at Penn, have compiled this anthology of myths, legends and stories about America's popular folk heroes, real and imagined, from Paul Bunyan to Jesse James, Babe Ruth to Elvis Presley.

Philip De Lacy: *Galen, On the Doctrines of Hippocrates and Plato. Edition, Translation and Commentary, Part I: Introduction and Books I-V*. 359 pages. Akademie Verlag. 98 DM.

De Lacy's book is the first English translation of this work by Galen. De Lacy is an emeritus professor of classical studies.

William M. Evan, Editor: *Interorganizational Relations*. 422 pages. University of Pennsylvania Press. \$4.95.

Evan examines how an organization behaves internally and how it relates as competitor or collaborator to other organizations. Evan is professor of management in the Wharton School and professor of sociology in FAS.

Drew Gilpin Faust: *The Sacred Circle: The Dilemma of the Intellectual in the Old South, 1840-1860*. 208 pages. Johns Hopkins Press. \$11.

Faust explores the lives and friendships of a small, close-knit and influential group of ante-bellum intellectuals—"the sacred circle" of novelist William Gilmore Simms, politician James Henry Hammond, agriculturalist Edmund Ruffin and professors Nathaniel Beverley Tucker and George Frederick Simms. Faust is assistant professor of American civilization.

Alfred P. Fishman, Editor: *Heart Failure*. 356 pages. Hemisphere Publishing Corporation. \$16.95.

This collection of papers, presented to the University in 1977 at a symposium in honor of Professor Isaac Starr, provides an up-to-date account of congestive heart failure, its detection and treatment, as discussed by experts in the field. Fishman is director of the cardiovascular-pulmonary division at HUP, and William Paul Measey Professor of Medicine at the University of Pennsylvania Medical School.

Renee C. Fox and Judith P. Swazey: *The Courage to Fail. A Social View of Organ Transplants and Dialysis*. 464 pages. University of Chicago Press. \$6.95.

In this second edition of their pioneering study, Fox and Swazey continue to follow the social and medical developments surrounding organ transplants and dialysis. The text has been revised and expanded to cover the most recent achievements in transplantation and to examine the "democratization" of dialysis. Fox is Annenberg Professor of Social Sciences.

James O. Freedman: *Crisis and Legitimacy. The Administrative Process and American Government*. 324 pages. Cambridge University Press. \$15.95.

Freedman identifies and examines the causes of the enduring sense of crisis associated with the increasing complexity and pervasiveness of the American governmental administrative process. He suggests that most of these causes are based upon misconceptions of historical fact or misinformed judgments of administrative process, and he argues that a theory of institutional legitimacy is necessary. Freedman is professor of law and associate provost of the University.

Roland Mushat Frye: *Milton's Imagery and the Visual Arts*. 408 pages. Princeton University Press. \$37.50.

Proposing a new approach to understanding the visual imagery of

the epic poems *Paradise Lost* and *Paradise Regained*, Frye suggests that Milton's descriptions were rooted in the traditions of Christian art. Frye is professor of English at Penn.

Carlos Fuentes: *The Hydra Head*. 292 pages. Farrar, Straus & Giroux. \$9.95.

In his latest novel, Fuentes traces the fate of Felix Maldonado, a minor official in the Mexican bureaucracy, as he is drawn into the assassination of a president. Fuentes is professor of English.

Peter Gaeffke: *Hindi Literature in the Twentieth Century*. 118 pages. Otto Harrassowitz. 68 DM.

In the first descriptive and critical study of the history of modern Hindi literature to be written in the West, Gaeffke examines a large number of novels, poems, short stories and plays. The author is professor of modern Indian literature in the department of South Asian regional studies.

Rochel Gelman and C.R. Gallistel: *The Child's Understanding of Number*. 260 pages. Harvard University Press. \$13.50.

Drawing upon six years of research with very young children, the authors develop a model of the child's acquisition of numerical ability. Gelman and Gallistel are professors of psychology at Penn.

Louis I. Grossman: *Endodontic Practice*. 540 pages. Lea and Febiger. \$19.95.

Addressing both the theoretical and practical sides of endodontics, this widely acclaimed book has been deemed the "bible" of endodontics and has been translated into six languages. Grossman is professor emeritus of endodontics at the dental school.

Herbert H. Hyman, Charles R. Wright and John S. Reed: *The Enduring Effects of Education*. 314 pages. University of Chicago Press. \$5.95.

This work examines the results of the first long-term, wide-scale investigation into the nature and magnitude of the effects of formal education. Contrary to recent claims that the quality and duration of schooling is unrelated to later interests, the authors suggest that the continued propensity to seek new knowledge is related to the number of years spent in school. Wright is professor of communications at Penn.

More *Books Briefly Noted*, a listing of recently published books by members of the University community, will appear in the next issue of *Almanac*, January 16, 1979.

Openings

The following listings are condensed from the personnel office's bulletin of December 14, 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

Application Programmer Analyst I (12-12-78).

Assignment Officer (10-31-78).

***Assistant Building Administrator** supervises mail service operations, sets up furniture for meetings. High school graduate, supervisory experience in facilities management desirable. \$10,050-\$14,325.

Assistant Chairman for Administration (10-31-78).

Assistant Director (12-5-78).

Assistant Program Director (11-14-78).

Benefits Counselor (11-14-78).

Curriculum Coordinator (11-21-78).

Director, Computer Center (12-12-78). *Salary to be determined.*

Director of Facilities Management (11-14-78).

Director of Recreation and Intercollegiate Athletics (11-14-78).

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

Head of Laser Operation (11-21-78).

Junior Research Specialist (four positions) (a) (10-31-78); (b) (two positions—11-14-78); (c) (12-12-78).

Manager, Personnel Benefits Counseling advises personnel of their eligibility for benefits programs, works with data processing office in maintaining a system of payroll deductions, processes and settles claims. College graduate, five year's experience in personnel work with supervisory experience in benefits administration. \$13,250-\$18,575.

Nurse Practitioner I identifies nature of medical problems, performs ancillary lab tests, prescribes medication. Graduation from an accredited school of nursing, R.N. certificate, B.S. required, two year's experience with some experience in hyperalimentation patients and some psychiatric training and experience. \$11,525-\$16,125.

Office Manager (two positions) (a) (10-31-78); (b) (11-7-78).

Placement Counselor (9-12-78).

Production Control Technician monitors computer processes, performs recoveries and conversions from paper producing jobs to computer output microfiche producing jobs. One year of programming experience, knowledge of JCL in an OS environment. \$11,525-\$16,125.

Program Analyst I (12-5-78).

Research Coordinator is responsible for the statistical analysis of a large cancer epidemiology study, prepares data for use on computer, writes programs. M.S. in statistics or computer science, experience with packaged statistical programs. \$11,525-\$16,125.

Research Dietician (12-12-78).

Research Specialist I (three positions) (a) (11-7-78); (b) (12-5-78); (c) assists in research projects, performs lab analyses (B.S. in chemistry, three years' experience). \$10,050-\$14,325.

Research Specialist II (9-12-78).

Research Specialist III (11-21-78).

Senior Administrative Fellow (12-12-78).

Senior Systems Analyst (two positions—9-19-78).

Statistician (10-31-78).

Support Staff

Administrative Assistant I (two positions) (a) (12-12-78); (b) assists in developing and implementing budgets and purchasing duties, schedules appointments, makes trip reservations (experience, typing, dictaphone, knowledge of University procedures). \$7,150-\$9,150.

Administrative Assistant II (five positions) (a) (10-24-78); (b) (three positions—12-5-78); (c) (12-12-78).

Assistant Computer Terminal (12-5-78).

Assistant Supervisor (12-12-78).

Cashier (9-12-78).

Data Control Coordinator (11-21-78).

Dental Technician (12-5-78).

***Duplicating Machine Operator I** (12-12-78).

Duplicating Machine Operator II (11-7-78).

Electrician (10-24-78).

Fellowship Assistant (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).

Plumber installs copper tubing and fittings, cuts and threads steel pipes, reads blueprints and shop drawings. Master plumber license preferred, journeyman apprentice program with journeyman status required. Union wages.

Programmer I (10-3-78).

***Receptionist, Medical/Dental** (12-12-78).

Research Lab Technician II (three positions) (a) (11-21-78); (b) coordinates medical research studies, edits and codes forms (high school graduate, higher education courses in psychology or sociology preferred, experience); (c) does work on membrane lipid biosynthesis in bacteria; includes growing bacteria, harvesting and preparing cell extracts (B.S. in chemistry or biology). \$7,650-\$9,800.

Research Lab Technician III (six positions) (a) (three positions—11-14-78); (b) (12-12-78); (c) performs difficult lab assignments, studies and tests new procedures and analyses (college graduate with a science major, two years of chemistry); (d) performs surgical procedures on lab animals, prepares chemical and biological reagents (college graduate in biology or chemistry, experience desirable). \$8,625-\$11,050.

Residence Hall Clerk (September to May) provides information, maintains records of maintenance work, reports disturbances to security office. High school graduate, some college preferred, experience. Hourly wages.

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

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

Secretary III, Clinical (11-21-78).

Secretary IV (12-5-78).

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

Senior Admissions Assistant (11-14-78).

Sergeant (11-7-78).

Stack Attendant (12-9-78).

Stockkeeper II (12-5-78).

Student Records Assistant coordinates evaluation of courses, processes requests for student credentials to be sent to outside institutions. College graduate or equivalent training, one year of experience. \$7,150-\$9,150.

Part-Time

Extra Person (two positions) (a) interviews and recruits (B.A., minimum two years' experience); (b) develops School of Nursing alumni network for fund raising (bachelor's degree, two years' experience). Hourly wages.

Lab Assistant involves data collection, computer programming. Experience with computers. Hourly wages.

***Permanent Secretary** answers telephone, takes messages, types. High school graduate, typing. Hourly wages.

Research Lab Technician III performs lab analyses, including serological, hematological, bacteriological or microbiological tests. College graduate with a science major. Hourly wages.

Secretary (two positions) (a) (20 hours per week) types, Xeroxes, answers telephone inquiries (typing); (b) (10-12 hours per week) types, files, makes appointments and reservations (typing, experience). Hourly wages.

Temporary Computer Personnel is responsible for computer programming and management, operates psychobiology monitoring systems. Minimum master's degree in psychobiology or related field. Hourly wages.

Temporary Extra Person (six months) compiles, codes and verifies data; researches accounting entry errors (high school graduate, one to two years of college in accounting or finance). Hourly wages.

Temporary Research Assistant (six months) purifies and characterizes eucaryotic RNA polymerases. Master's degree, experience. Hourly wages.

Temporary Secretary takes dictation, types. Office training, typing. Hourly wages.

Things to Do

Mixed Bag

Dr. Ingeborg Hanbauer of the National Institute of Health reviews **Biochemical Aspects of the Chemoreceptor Response in Rat Carotid Body** in a Respiratory Physiology seminar, December 19, 12:30 p.m., physiology library, Richards Building. §G.G. Chell, Central Electricity Research Laboratory, United Kingdom, discusses **Fracture Mechanics: It May Be Necessary But Is It Sufficient for Predicting Failure?** January 5, 2 p.m., Room 105, LRSM Auditorium, with the Department of Metallurgy and Materials Science, the Department of Mechanical Engineering and Applied Mechanics and the Laboratory for Research on the Structure of Matter. §**Hoppy Goes to Town** (January 6) and **The Adventures of Huckleberry Finn** (January 13) are the University Museum's films for children, Harrison Auditorium, 10:30 a.m. §For adults, the University Museum offers two films, **Alicia** (January 7) and **Ceddo** (January 14), in Harrison Auditorium, 2:30 p.m. §In conjunction with its **Some Twenty Odd Visions** exhibit, the **Institute of Contemporary Art** offers a special program for children, January 13, 11 a.m., ICA galleries. Call Ext. 7108 for details. §Morris Arboretum has scheduled a **Winter Wonderland Arboramble** for January 13, 10 a.m. to noon. Call CH 7-5777.

Sports

Men's Basketball: Penn plays in the Cabrillo Classic (San Diego State, Stanford, Iowa) December 29 and 30 in San Diego; Harvard at Harvard January 5, 8 p.m.; Dartmouth at Dartmouth, January 6, 7:30 p.m.; Temple at the Palestra, January 10, 9 p.m.; Princeton at Princeton, January 13, 8 p.m. §**Women's Basketball:** Penn competes with Paterson at Paterson, January 8, 7 p.m.; Virginia at Virginia, January 12, 7:30 p.m.; William and Mary at William and Mary, January 13, 7:30 p.m. §**Men's Junior Varsity Basketball:** the team plays Princeton at Princeton, January 13, 6 p.m. §**Men's Gymnastics:** the team competes against Dartmouth at Dartmouth, January 3, 2 p.m. §**Women's Squash:** games include Toronto/York at Toronto, January 10; McMaster at McMaster, January 11; and the Canadian Amateur Intercollegiate competition at McMaster, January 12. §For information call Ext. 6128.

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