

# Almanac

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## An Outside Nominee: Sheldon Hackney of Tulane

The Trustees' Executive Board will take to the full Trustees October 24 the name of Dr. F. Sheldon Hackney, president of Tulane University and former provost of Princeton University, as the candidate for president of the University of Pennsylvania.

The story broke late Monday while Mr. Miller, who also chaired the consultative committee on the search, was still in the process of informing finalists. At 9 a.m., however, Miller had met with Provost Vartan Gregorian, widely held to be the leading candidate, to tell him of the choice.

Dr. Gregorian, who remained at Penn after the offer of the chancellorship at Berkeley this year, has announced informally that he will resign as provost October 24 but will

continue teaching a course he started this fall.

The Consultative Committee forwarded nominations to the Executive Board, which met over the weekend and emerged with the single nomination, Dr. Hackney's. It must now go to the full board, under University statutes and in compliance with the Commonwealth's Sunshine Law, to be voted in a stated meeting open to observers. That meeting is set for 2 p.m. October 24 in the Council Room of Furness Building.

Meanwhile, President Martin Meyerson cautioned campus press in a hastily-assembled conference that Dr. Hackney cannot be called "president-elect" until such a formal step is taken. However Meyerson

said he "would be very surprised if the full board were not to accept the nomination."

As for timing, Dr. Hackney could be on campus "conceivably by January of 1981, conceivably by the end of the spring term," Mr. Meyerson said. "It would depend on what he worked out with the Tulane trustees."

The successor to Mr. Meyerson will be the sixth president but 21st chief executive officer for the University, headed by provosts during most of its history.

Mr. Miller described the nomination of the 46-year old Dr. Hackney to the post as "a promising continuation of the intellectual momentum of the Meyerson administra-

*(Continued on page 2)*

## Crime Problems Plague Campus

University police are struggling with "a real problem in street crime" on campus and at public transportation stops here, Director of Public Safety David Johnston said Friday.

Last Thursday night alone, campus police made five separate arrests. In one incident, a man tried to climb through a woman's window at King's Court. The *Daily Pennsylvanian* reported last week on a number of incidents including assaults at Superblock and robberies at fraternity houses.

"At sites like the subway-surface entrance at 37th and Spruce Streets, faculty and staff are as vulnerable as students," Johnston said.

In an effort to help stem the incidents

Johnston offered some safety advice for members of the University community, and outlined the assistance available from Public Safety.

"The escort service is available to faculty and staff as well as students—as is every security service we have," he said.

"If you're working late at night and need someone to walk you to your car, or stand with you at a transportation stop, call the escort service," Johnston suggested.

"And don't forget that the campus bus service is available," he added. The bus makes regular runs through the University City area. It is free but you must show a Penn, HUP or Drexel I.D. See *Almanac* September 9, page 15, for schedule.

If you see an incident or the chance of one starting up, call us immediately," Johnson said. If you're outdoors, look for a blue light; that marks a security phone."

The blue-light security phones are a direct line to Public Safety; you don't have to dial, just lift the receiver.

University police are armed, commissioner officers with the authority to make arrests, Johnston pointed out. The work in cooperation with the Philadelphia police on

borderline property, but "there is no standing back if there's trouble."

"I'm asking the campus community to take extra precautions," Johnston said. "Keep your office door locked if you're working at night, and don't walk around the campus alone. And be sure to memorize the emergency phone number: 7333."

For other important phone numbers, see box accompanying this story. And for other important security information, see the Safer Living Guide recently distributed to faculty and staff by Public Safety. If you didn't receive a copy, call Public Safety at Ext. 7297.

—C.A.V.

### Important Phone Numbers

University Public Safety Ext. 7297  
EMERGENCY Public Safety Ext. 7333

Escort Service Ext. RIDE  
Philadelphia Police Department  
EMERGENCY 911

### INSIDE

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- Scott Armstrong asks "Can we teach social responsibility?" in the Perspectives series, page 12.
- A Personnel Relations Newsletter accompanies this issue.

## SPEAKING OUT

### 'Moral Distinctions'

We are concerned by the language used in the draft policy statement on external issues as it was quoted in the *D.P.* and published in *Almanac* September 9. Evidently the Trustees will approve this at their October meeting. We believe a much longer period of time should be provided for full discussion of it at all levels of University life.

Although some notion of academic freedom and open exchange of views must be assumed as basic to the statement, we challenge the assertion that "universities are not organized to formulate moral distinctions and urge them on others." This has never been true. The history of the conception of any institution of higher learning that can be named is filled with charters, platforms and statements—all written—which declare moral objectives, ethical missions, standards and, quite often, attachments to specific beliefs.

Furthermore, in actual practice, every university promotes and reinforces certain unstated but carefully protected moral choices. A constant *de facto* moral system is always in operation. So goes the dictum: "Not to decide is to decide." Nothing transpires in a vacuum.

To ignore these dimensions of the University of Pennsylvania would be to act blindly, in violation of humanistic and scientific understandings of how the values of societies and cultures continually permeate, and even dominate, the institutions which they create. The Trustees are not prepared to state, we hope, that this institution is free and clear of any association with the mainstream of the United States' economic and political system. If they were to claim such detachment then they would be repudiating themselves and the role they play as persons linked to the heart of the country's business world. They serve because they represent a very specific and powerful system of moral commitments. When they say that this is a "particularly fragile institution," they are making an ironic comment about the values which they are pledged to uphold.

Alternatives to these moral choices are discussed in classrooms—sometimes—but the action now contemplated is designed, we are saddened to observe, to discourage such discussion in the Trustees' environment. Thus, we ask that action not be taken at this time. Rather, let this discussion, which could be extremely fruitful, be part of a University-wide agenda for a year or more, as a new president comes and a new vision for the University's future is formed.

We would be genuinely excited participants in that process, and we believe the University would be strengthened significantly by it.

—Rev. Ralph M. Moore, Jr.  
Director, The Christian Association

### Honorary Degree Nominations

The University Council Committee on Honorary Degrees welcomes suggestions for recipients of honorary degrees for Commencement on May 18, 1981. Nominations (including background biographical information) should be submitted in writing to any member of the committee, or to Connie Hays, Office of the Secretary, 121 College Hall/CO. The deadline is October 17, 1980.

Committee members include: S. Reid Warren, Jr., chairperson, 201 Moore/D2; Dale Borenstein, Box 743, 3901 Locust Walk/B8; Martha Hennessey, 4810 Beaumont Ave., Phila. 19143; Henry Hiz, 610 Williams/CU; Harold Lief, Room 210, 4025 Chestnut/T2; Victor H. Mair, 849 Williams Hall/CU; James Pickands III, E-243 Dietrich Hall/CC; Jack E. Reece, 207 College Hall/CO; Philip Rieff, 458 McNeil/CR; George Rochberg, 113 Music Annex/D8; Truman G. Schnabel, 1 Gibson, HUP/G1; Eliot Stellar, 243 Anatomy-Chemistry/G3.

### First Complaint

I hope I am the first to complain of the typographical and other errors in the September 9 *Almanac*, beginning with the

absurd THURSDAY in the front-page dateline. It was really careless, and I wish I hadn't done that. Will file-keepers please alter their copies to read TUESDAY?

Elsewhere, hurriedly translating "Professor Ralph Smith, Law," to "Ralph Smith, Professor of law," *Almanac* inadvertently promoted Mr. Smith (page 3). Since this may be as embarrassing in academia as demotion, we apologize to him. In the note on the Anvil Club (page 10), our word "bought" was wrong; the change of name does not reflect a sale of the former Souperly but an arrangement to provide a luncheon club for Wharton MBAs along the lines of dedicated facilities in the house system.

Skipping over pages of obvious typos, we end with regrets for the footnote to PERSPECTIVES: we wrote that the News Bureau helps "bring scholarship to bear on public thought," but it came out "scholars." At its most assertive, the News Bureau does stop short of throwing faculty bodily into the fray.

Readers who find other errors of substance, in this or any issue, are asked to telephone so that we can publish corrections promptly.

—Karen C. Gaines  
Editor, *Almanac*

### Liberal Studies at GSE

Your readers (*Almanac*, Sept. 9, page 11) should know that the Liberal Studies Program is offered through the Graduate School of Education. All the seminars are held from 6:30 to 8:30 p.m. one evening a week at GSE at 37th and Walnut. Our office is in B23 on the main floor.

—Nancy W. Bauer  
Adjunct Associate Professor  
Graduate School of Education and  
Director, Liberal Studies Program

*SPEAKING OUT* welcomes the contributions of readers. *Almanac's* normal Tuesday deadline for unsolicited material is extended to Thursday noon for short, timely letters on University issues. Advance notice of intent to submit is always appreciated. —Ed.

## An Outside Nominee: Sheldon Hackney of Tulane

(Continued from page 1)

tion, even in the face of unfavorable economic and demographic conditions. He is a scholar with a wide range of interests and demonstrated managerial skills," Mr. Miller continued. "The educational and physical integration achieved at Pennsylvania under Martin Meyerson's leadership provides him with extraordinary capital, and I am confident that he will invest it wisely and well."

An American historian whom Mr. Meyerson described as a "splendid scholar," Dr. Hackney was born in Birmingham, Ala., and took his B.A. at Vanderbilt in 1955. His advanced degrees are from Yale: an M.A. in

tor at Princeton in 1965. He became assistant professor there in 1966, associate professor in 1968, and full professor and provost in 1972. Three years later, he joined Tulane as both president and professor of history.

He holds two major book awards, the Albert J. Beveridge Prize in American history (1970), and the Charles S. Sydnor Prize of the Southern Historical Association for the best book of Southern history during 1968 and 1969.

At Princeton, he was chairman of the committee that established the Afro-American Studies Committee in 1969, and

acting chairman of the program for the following year. He also led the AHA's Committee on the Rights of Historians and served on the A.C.E.'s Commission on Women in Higher Education in 1976-79.

He is currently on the Rockefeller Commission on the Humanities, the board of the Carnegie Foundation for the Advancement of Teaching, and, as chairman, on the Presidents' Committee on Collegiate Athletics sponsored by the A.C.E. 1965 and Ph.D. in 1966.

His teaching and administrative careers have been spent entirely in two institutions, beginning with his appointment as instruc-

## Task Force on Teaching

Associate Provost Benjamin S. P. Shen has named a Task Force on the quality of teaching, which he will convene and chair temporarily. Its charge is at right.

The Task Force welcomes the written views of faculty and students, Dr. Shen said. They may be addressed to any of the members, who are:

### *Faculty*

Dr. Peter Conn, associate professor of English\*;  
Dr. Robert E. Davies, Benjamin Franklin professor of molecular biology, School of Veterinary Medicine;  
Dr. John N. Hobstetter, professor of materials science and engineering;  
Dr. Virginia Kerr, assistant professor of law;  
Dr. Alan E. Mann, associate professor of anthropology\*;  
Dr. Leonard D. Miller, John Rhea professor and chairman of surgery\*;  
Dr. Susan M. Wachter, associate professor of finance, Wharton School\*;  
Dr. Walter D. Wales, professor and chairman of physics;  
Rosalyn Watts, assistant professor of nursing

### *Students*

Allison Accurso, FAS '81; chairman, Undergraduate Assembly;  
Stephen Marmon, Wharton Graduate '81; chairman, Graduate and Professional Student Association;  
Nadine O'Connor, graduate teaching fellow in linguistics; chairman, Graduate Student Advisory Council  
*And one to be named.*

### *Ex-Officio*

Dr. Donald C. Carroll, dean of the Wharton School  
Dr. Robert H. Dyson, Jr., dean, Faculty of Arts and Sciences  
Dr. Louis A. Girifalco, vice provost for research  
Janis Somerville, vice provost for university life

\*Lindback Award Winner

## Schools Pass Compliance Review

The Office of Civil Rights' May 1980 review of Penn graduate and professional schools found "no evidence that [they] discriminated on the basis of race, sex or handicap" in recruitment, enrollment, and admissions policies and practices. OCR advised President Martin Meyerson in a letter August 21.

The review found minor problems in two schools' application forms—a Veterinary Medicine query on handicaps, which was corrected before OCR sent its findings, and a Wharton question on marital status which was immediately scheduled for correction, according to Davida Ramey, assistant to the director of the office of the president for affirmative action. Elsewhere in its report, OCR commended both schools for their programs designed to attract minority and female students, and noted also the Dental School's setting aside of budget for minority recruiting.

## Almanac

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## The Charge of the New Task Force

## On the Quality of Teaching

I am asking this Task Force to take a careful look at the quality of undergraduate, graduate, and professional-school teaching at Pennsylvania and to recommend within six months concrete and realistic steps to be taken in order to improve the quality of teaching throughout the campus if it is found wanting. I hope that the very establishment of the Task Force will serve to signal the importance of teaching at Pennsylvania. For a large university, the quality of teaching at Pennsylvania is generally high, but I believe we can do even better.

Truly great teachers are rare and are a treasure for any university. But greatness in teaching is difficult to define. The freshman's idea of a great teacher is usually quite different from that of the alumnus who has the benefit of hindsight. The highly entertaining performer in the classroom may or may not be a great teacher. Rather than spending time defining greatness, the Task Force might wish instead to stress the need for *true dedication* to teaching—as thorough a dedication to teaching as to research—and suggest ways to encourage that.

True dedication to teaching is universally appreciated and produces tangible results. A high level of dedication cannot be achieved, however, so long as any suspicion lingers that good teaching is not really respected at the University. In order to dispel any such notion, the Task Force might propose suitable incentives that would make clear the University's commitment to good teaching for both the tenured and nontenured faculties. I believe we will find our faculty, deeply dedicated as they are to their mission, more than willing to stress good teaching as long as their teaching efforts—as distinguished from their research—do not go unappreciated. At the same time, the University must not relax for a moment—in fact, it must continue to strengthen—its stringent requirement for outstanding research and scholarship among its faculty, a requirement that is at the foundation of Pennsylvania's contribution to society and of its enviable national and international reputation without which few students or faculty would want to come here.

Today's college students face a wide range of choices in higher education. On the one hand, there are the great research-oriented universities, among which Pennsylvania proudly occupies a place at the top. There are also the fine small colleges, where teaching is taken more seriously than at the research-oriented universities. But there is no reason why the University of Pennsylvania should not be the rare and doubly attractive research-oriented university where dedication to both teaching and research is held in high esteem. After all, most outstanding researchers are exceedingly dedicated teachers. Contrary to popular myth, the two qualities need not conflict. We owe it to our students and, in a decade full of fiscal perils, also owe it to our University to go after just such a deserving goal.

Serving on the Task Force will be nine faculty members from various sectors of the University, four of whom are Lindback teaching award winners, and four students, one of whom will also be the Task Force's executive officer. Serving ex-officio will be the vice provosts for research and for university life, and the deans of the two schools with the largest course enrollments, FAS and Wharton. I will convene the Task Force and chair it temporarily until a permanent chairman is chosen.

—Benjamin S. P. Shen,  
Associate Provost  
and Reese W. Flower Professor of Astronomy



# The Penn—China Connection

by Allyn Rickett

The signing of an agreement with Shanghai Jiao Tong University marks a high point in Penn's developing relations with Chinese institutions and individual scholars. It is unique among exchange agreements between American and Chinese institutions for several reasons:

It not only envisages faculty exchange and cooperation as our engineering and Wharton Schools set up a program of management and technology at Jiao Tong University, but thanks to the initial efforts of Mr. Chuan Chu, an alumnus and trustee of our Moore School, about \$700,000 has already been raised in China to support the project.

Furthermore, in the agreement Jiao Tong University has assumed the responsibility for providing financial and other assistance to Penn faculty and students who wish to study or conduct independent research in China. Such research may cover a wide range of fields including the social sciences and humanities, and need not take place at Jiao Tong University or even in Shanghai, but anywhere in China where suitable arrangements can be made. Jiao Tong University will even assist as much as possible in making such arrangements.

A great deal still needs to be done before the full implementation of this agreement can be assured, but it should provide great opportunities for those departments at Penn interested in the study of China. At the same time it will give this University the satisfaction of having played an important role in the modernization and democratization of China.

The Jiao Tong agreement, however, represents only one facet of our developing relations with the Chinese. The School of Engineering and Applied Science also has a formal exchange agreement with China's prestigious Beijing Iron and Steel Institute, as well as close working relations with a number of other Chinese universities and research institutes. During the past three years several of Penn's faculty have visited China as members of national committees sent to help the Chinese in their quest for modernization, while others have made not single but repeated visits to give lectures in various areas of science and technology. President Meyerson visited China this August on invitation from the Chinese Ministry of Education to discuss still other educational proposals involving exchanges and the revamping of the Chinese educational system.

Several of our graduate students are now in China teaching English or working in such organizations as the Foreign Languages Press in order to improve their Chinese language competence, conduct research, and gain first-hand experience living in the society. The Jiao Tong agreement should be of special help to these students in continuing their work. By next summer, we expect that Penn will have an intensive summer Chinese language program operating at Fudan University in Shanghai.

In the meantime, some twenty major delegations from China have visited Penn since the spring of 1978. These have included delegations from the Academies of Science, Social Sciences, and Medicine; organizations dealing with education, management and planning, post and telecommunications, and various technical fields, and members of several universities and research institutes.

A growing number of junior scholars, most of them instructors or researchers in their forties, have come to Penn as well during the past two years. Most of them are on fellowships provided by the Chinese Government, but a few have won regular University grants. They tend to be concentrated in scientific and technical fields such as materials science (seven), medicine (six), mathematics (three), physics (two), and systems analysis and electrical engineering (one each). The first Chinese scholar to arrive at Penn to work in chemistry has already completed her study and returned to China. There are also two Chinese scholars studying in the humanities and social sciences: one in Oriental studies and one in American civilization.

By the beginning of next year the number of Chinese scholars working at Penn should approach thirty, with stronger representation in the humanities and social sciences. Besides these postgraduate scholars, a number of undergraduates from the China mainland have entered the University, privately sponsored—usually by relatives living in the United States.

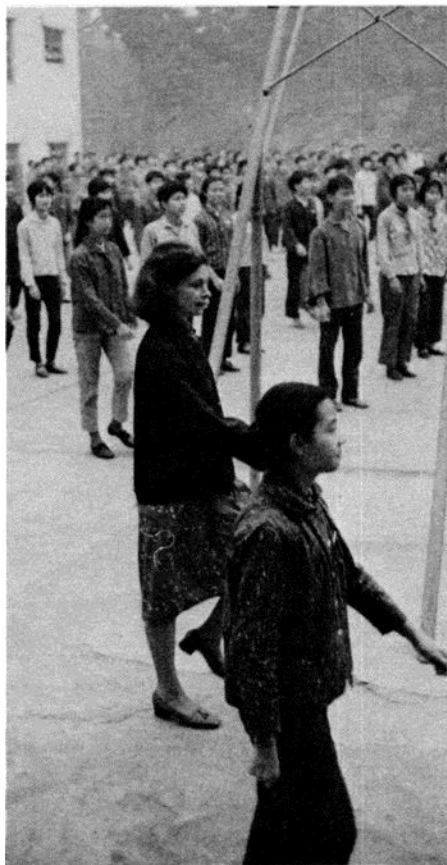
As all these developments began to gather momentum in the fall of 1978, then Provost Stellar established a special Faculty Committee on Scholarly Exchange with China to help coordinate and facilitate the efforts of various interested groups and individuals at Penn. The Committee, now headed by Dr. Nathan Sivin in Oriental Studies, consists of representatives from interested areas of the University. Its main task has been to try to keep tabs on what has been happening throughout the country as well as at Penn. Generally, the Committee has urged a careful approach both to the establishment of formal contacts in China and to the admission of Chinese scholars in the belief that this would produce the most meaningful results. So far, Penn has been fortunate in avoiding some of the mistakes of overcommitment made by other institutions.

Although the purely academic side of Penn's China connection have been of primary importance, a major factor in their development has been a series of general interest tours of China begun in 1977. Trustees, alumni, faculty and staff, with their spouses, have—aside from visiting the usual historical and cultural sites—attempted to acquaint themselves with various aspects of Chinese society, especially its educational institutions. The tours have proved particularly helpful for faculty who would normally be unable to visit China to make initial contacts there. The most recent one which was made in cooperation with the University of Maryland this spring, took us to three of China's major universities in Hangzhou, Shanghai, and Beijing.

Another joint tour with Maryland is planned for the spring of 1981. It will take the boat trip up the Yangtze River Gorges and travel to Kunming, Xian (Sian) Chongqing (Chungking) and Beijing—again visiting major archeological sites and educational institutions.

All of these activities have greatly broadened the general understanding of China throughout the University and also provided the Chinese with an opportunity to come to know Americans as they are rather than as propagandistic stereotypes. This is important in itself. But perhaps even more important for peace in the Pacific has been the close relations that have developed between many students from Taiwan and the mainland during their presence here at Penn.





Caroline V. W. Goldberg/The Pennsylvania Gazette

In Guanzhou, graduate student Bettyruth Goldberg takes Tai Chi exercises at a middle school.

## At Penn: China-U.S. Seminar

A joint FAS-Wharton seminar on the Chinese Economy and American Business opens September 29, moderated by University Trustee Thomas S. Gates, the Morgan Guaranty Trust chairman who was chief of the U.S. Liaison Office to the People's Republic of China in 1976-77.

At \$800 for the two-day program, the seminar is expected to draw primarily executives from U.S. and Chinese firms, with a limit of 35 participants.

On the program are leading U.S. scholars and business and government figures including former Secretary of the Treasury W. Michael Blumenthal, now vice chairman of Burroughs Corporation.

Dr. Nathan Sivin, professor of Chinese culture and the history of science, on "A Long Look at Changing China;" Dr. Lawrence Klein, Benjamin Franklin professor of economics, a panelist on "Economic Prospects for China in the Final Quarter of the 20th Century;" and President Martin Meyerson, who will give the welcoming address. For information: Clare Wofford, Ext. 6517.

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## Lilly-Penn Offerings

The Lilly-Pennsylvania Program offers introductory seminars in mathematical modeling in the biological and social sciences. Open to all University faculty members, the seminars are designed to emphasize the importance of problem solving with mathematical modeling through the use of computers.

Set for alternate Fridays from 2:30 to 5:30 p.m., the seminars began September 12. For information and an application, call Tom Waldman, 413A Bennett Hall, Ext. 6940.

## Non-credit Courses

A variety of special non-credit programs and classes are offered this fall including a lecture series on *The Religion of Ancient Egypt*; a conference on *Leadership and Management for Women Administrators III*; and both films and physical recreation for children.

### Ancient Egypt

The University Museum presents a series of six non-credit lectures exploring the major aspects of Egyptian religion in the light of the most recent discoveries and discussions. *The Religion of Ancient Egypt* lectures will meet Saturday mornings, October 11-November 22 (except November 8) 10:30 a.m.-12:30 p.m. in the Rainey Auditorium at the museum.

The fee for the lecture program is \$50 per museum member and \$70 per non-member (includes individual membership). October 10 is the deadline for registering. Contact the membership office of the museum at Ext. 4026 for more information.

### Leadership and Management

*Leadership and Management for Women Administrators III* is co-sponsored by HERS, Mid-Atlantic and the University. The conference is designed for women in all areas of higher education administration: academic, student services, business affairs, registrar and admissions, development, computers, athletics, personnel, public relations, and other support services.

The conference begins Sunday evening, October 12 and concludes Tuesday evening, October 14. The conference fee of \$200 includes participation in all sessions, conference materials, two luncheons and a dinner, a wine and cheese social, a reception, and refreshments twice daily. Enrollment is limited and the deadline is October 1. Contact Ann Butchart at 3601 Locust Walk, Ext. 5426 for further information.

### Recreation and Films

Children's activities include recreational classes and a special film series. Classes in

swimming, fencing, gymnastics and water ballet will be offered by the department of recreation beginning Saturday, September 27. For more information and sign-up sheets contact Mrs. Hamlin, Gimble Gymnasium, Ext. 6102. The deadline for registration is September 24.

The University Museum Children's Film Program presents films recommended for children five and older. The films are shown in the Harrison Auditorium of the museum at 10:30 a.m. Saturdays beginning October 11. Admission is free. For a complete listing of films contact the University Museum at Ext. 4025 or 4015.

## Proposals Sought

The Graduate School of Education seeks papers and workshop proposals for the second annual Ethnography in Education Research Forum to be held at the University March 20-22, 1981.

Papers and panel discussions will explore a range of issues including: the goals and value implications of ethnographic research, considerations in funded research and policy formation; approaches to educational research that compare or combine traditional and ethnographic methodologies; specific topics such as out-of-school learning; bilingual education, literacy studies, and social and communicative competence.

Workshop proposals should be two pages in length, detailing content and organization. Paper summaries, presenting work recently completed but unpublished, should be three pages in length.

Deadline for submissions is November 7. For more information, call the Center for Urban Ethnography, Graduate School of Education at Ext. 3273.

## FIPSE Scholars Grants

The Fund for the Improvement of Post-Secondary Education is offering 20 grants under the new Shaughnessy Scholars Grants program, named for the late Mina P. Shaughnessy, director of writing programs at the City College of New York.

The program will help support work on a document on activity that will significantly advance out knowledge of practical solutions to problems of post-secondary education."

Awards will be made to institutions applying on behalf of individuals who may be working as faculty, consultants, administrators.

For information write to Shaughnessy Scholars Program, Fund for the Improvement of Postsecondary Education, Office of the Assistant Secretary of Educational Research and Improvement, 400 Maryland Avenue, S.W., Washington, D.C. 20202. The deadline is October 17.

## Puzzlers' Delight

*A button and the letter 'e' describe the study of plants—botany—and that's the only solution we're going to give away!*

*This newly-painted wall at 3732 Locust Walk contains more than 20 rebuses, forming the names of some of Penn's academic departments. A favorite amusement of Benjamin Franklin, a rebus is a series of pictures forming words or phrases when read in order.*

*The mural is the first of four to be painted at the University as part of the Creative Walls program, which is designed to brighten and revitalize the University City area. Mosaics, landscaping and sculpture are all being conceived as future modes of transforming dull structures into attractive public areas.*

*The 70- by 20-foot mural on Locust Walk was painted by Ronald Bateman, assisted by Ted Artz. Bateman, a former instructor at Temple University's School of Art, describes his work as a mental playground.*

*All 20 rebuses are not featured in our photograph. We suggest you take a walk over to the wall and start figuring.*







Dianne Felton



## PENN PEOPLE

Vice Dean Phyllis Beck of the University's Law School is one of eight individuals nominated by Pennsylvania Governor Richard Thornburgh to fill newly created seats on the state Superior Court. If her nomination is confirmed, she would be the first woman to sit on Pennsylvania's Superior Court.

Beck received her A.B. degree, magna cum laude and with honors, in political science from Brown University, where she was elected to Phi Beta Kappa. She obtained her J.D. degree from Temple University, night division, where she headed her class.

After practicing law privately for seven years and teaching part time at Temple Law School, she joined the Temple law faculty full time in 1974, specializing in family law.

Beck came to the Penn Law School in 1976, and in her current position, she heads most of the Law School's administrative offices and is the dean of students.

She has served on numerous committees of the American, Pennsylvania and Philadelphia Bar Associations and is a member of the advisory board of the Bryn Mawr College School of Social Work and Social Research.

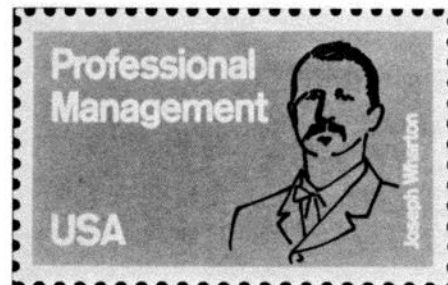
In June Gov. Thornburgh signed legislation increasing the size of the Superior Court from seven to 15 members. All eight nominees must be approved by the State Senate.

The state Superior Court is an appellate court that hears civil cases and criminal cases, except murder.

*Phyllis Beck nominated to the state Superior Court*

*The U.S. Postal Service last week unveiled the design of a 1981 postage stamp honoring the management profession and Joseph Wharton, founder of the Wharton School.*

*The stamp will be issued next June, commemorating the 100th anniversary of the beginning of professional management education in the U.S. The University's Wharton School was the first school of business education in the U.S. Assisting in the unveiling was Wharton Dean Donald C. Carroll.*



David Rosenblum

**Dr. Y. H. Ku**, emeritus professor of electrical and systems engineering, was re-elected personal member of the General Assembly of the International Union of Theoretical and Applied Mechanics for 1980-1984. He was recently designated honorary professor by the Shanghai Jiao-Tong University of the People's Republic of China.

**Dr. Albert J. Stunkard**, professor of psychiatry, has edited and contributed to a volume entitled *Obesity* which was recently published by Saunders Publishing Company in Philadelphia.

The volume also includes chapters by **Dr. Kelly Brownell**, assistant professor of psychology in psychiatry; **Dr. Arnold Cohen**, assistant professor of obstetrics and gynecology and **Dr. Steven Gabbe**, associate professor of obstetrics and gynecology, all in the School of Medicine.

**Dr. C. Nelson Dorn**, professor of systems engineering, has been appointed chairman of the systems engineering department. He has served the past year as associate dean for undergraduate education.

## DEATHS

**Nan Haberman**, a May 1980 graduate, died in an automobile accident during the Labor Day weekend. She was 21.

Ms. Haberman had been a biology major in the Faculty of Arts and Sciences.

She is survived by her parents, Mr. and Mrs. Alan Haberman.

**Dr. Frank (Frantisek) Kral**, a pioneer in veterinary dermatology, and emeritus professor at the School of Veterinary Medicine died September 7. He was 88.

Born in Czechoslovakia, he was graduated from the School of Veterinary Medicine, University of Vienna, and from 1920 to 1948 was a faculty member of the School of Veterinary Medicine, University of Brno, Czechoslovakia, serving as dean of the school from 1932.

Following the communist takeover of Czechoslovakia in 1948, Dr. Kral came to this country where he joined the faculty of the University's School of Veterinary Medicine in 1949. He established the first veterinary dermatology clinic in the United States, setting the pattern for the develop-

ment of similar clinics throughout the nation. In 1952, Dr. Kral began lecturing in the graduate School of Medicine in addition to the School of Veterinary Medicine.

Dr. Kral was awarded the 12th International Congress' Veterinary Prize in dermatology from the American Veterinary Medical Association (AVMA) in 1961 and received the first Annual Gaines Award for pioneering in veterinary dermatology in 1959 at the AVMA's annual meeting.

He authored and collaborated on a number of textbooks in veterinary dermatology and lectured across the U.S.

He is survived by his wife Susan, a stepdaughter, a brother and two sisters.

## Memorial Funds

After the death of a member of the University community, a memorial fund is sometimes established to support research, provide scholarships or add to the library in the deceased person's field.

Among those established over the past

few months are:

- The **Leonard Berwick Memorial Fund** to support an award to a member of the medical faculty who in his/her teaching effectively fuses basic science and clinical medicine.

- The **William J. Mellman Fund** to support human genetics research.

- The **Joan F. Meyer Class of 1943 Memorial Book Fund**.

- The **Isadore and Ida Rosenbloom Memorial Fund** for the Dental School and Medical School libraries and Van Pelt Library.

- The **J. Josiah Ratner Memorial Fund** contributes to the Biddle Law Library.

The **William E. Stephens Memorial Fund** has also been established but the fund's purpose has not yet been determined.

If you would like to establish a memorial fund or contribute to one, contact Dr. Raymond Saalbach, assistant director of annual giving at 618 Franklin Building, Ext. 8445. The Alumni and Friends Memorial Funds program assists in such ways as receiving and acknowledging gifts.

# ON CAMPUS

## September 16-30, 1980

### Exhibits

**Now through September 28** Works by students in the Graduate School of Fine Arts, the ICA Gallery in the Fine Arts Building.

**Now through October 3** *installation*, works by artist Chris Martens, Houston Hall Gallery.

**Now through October 17** Paintings by Patricia Mangione. Includes her work in oil on linen, *Fiesta*, which was recently presented to the School of Dental Medicine as a gift. At the Faculty Club.

**Now through October 19** *Dowries from Kutch: A Women's Folk Tradition*. The exhibit features exquisitely decorated wedding gifts and personal ornaments created for brides in Kutch, a remote region of rural India. Part of the first U.S. tour of this important ethnological collection, the exhibit includes textiles, jewelry, household implements and mirror-embroidered clothing. At the University Museum, 33rd and Spruce Streets.

**September 27-August 31, 1981** *The Egyptian Mummy: Secrets and Science*. Possibly the largest exhibition on mummification ever mounted in the U.S., this show examines Egyptian ideas about life after death and the health and disease patterns of these ancient people as revealed through x-ray and autopsy studies of mummified remains. At the University Museum.

**ICA Gallery Hours** Tuesday 10 a.m.-7:30 p.m., Wednesday-Friday, 10 a.m.-5 p.m., Saturday and Sunday, noon-5 p.m. Closed Monday.

**University Museum Hours** Tuesday-Saturday 10 a.m.-5 p.m., Saturday 1-5 p.m. Closed Monday and holidays.

**Houston Hall Gallery Hours** Monday-Friday noon-6 p.m., Saturday and Sunday noon-4 p.m.

### Films

#### Exploratory Cinema

**September 17** *The First Films; Watermelon Patch, Scrap in Black and White; A Trip to the Moon; D. W. Griffith's The Musketeers of Pig Alley; Edwin S. Porter's The Life of an American Fireman, and A Life of the American Fireman* by Mark Daniels and Joanne Mallas.

**September 24** Edward S. Curtis' *In the Land of the War Canoes*, and Franz Boas' *The Kwakiutl of British Columbia*.

All screenings are held at the Annenberg Center's Studio Theatre on Wednesdays at 7 and 9:30 p.m. Admission: \$2 for students with I.D. and \$3 for others.

#### Penn Union Council film series

**September 16** *The Conformist*, 7:30 and 9:40 p.m. at the Annenberg Center's Studio Theatre. Admission: \$2 with Penn I.D. and \$2.50 for the public.

**September 18** Francois Truffaut's *Small Change*, 8 p.m. in Irvine Auditorium. Admission: \$1.25 with Penn I.D. and \$2.50 for the public.

**September 20** *One Flew Over the Cuckoo's Nest*, 9:30 p.m. in Irvine Auditorium. Admission: \$1.25

**September 22** Fred Astaire and Ginger Rogers Night with two of their best: *Top Hat* and *Swing Time*, 9:40 p.m. in Annenberg Center's Studio Theatre. Admission: \$2 with Penn I.D. and \$2.50 for the public.

**September 23** Carlos Fuentes will introduce Luis Bunuel's classic *Viridiana*, 7:30 p.m. at the Annenberg Center's Studio Theatre. Admission: \$2 with Penn I.D. and \$2.50 for the public.

*Days of Heaven*, 8 p.m. in Irvine Auditorium. Admission is \$1.25 with Penn I.D. and \$2.50 for the public.

**September 26** A Paul Newman/Robert Redford double feature: *Butch Cassidy and the Sundance Kid* will be screened at 7:30 and 11:30 p.m. while *The Sting* will be shown at 9:30 p.m. Both are in Irvine Auditorium for \$1.25.

**September 27** A James Bond double feature: *Dr. No* at 7:30 and 11:30 p.m. and *Moonraker* at 9:30 p.m. Both in Irvine Auditorium for \$1.25.

Alfred Hitchcock's *Shadow of a Doubt*, 7:30 and 9:30 p.m. at the Annenberg Center's Studio Theatre. Admission: \$2 with Penn I.D. and \$2.50 for the public.

*Almanac* September 16, 1980

### International Cinema, Series 8

**September 17-19** Philadelphia premiere of Nelson Periera dos Santos' *Tent of Miracles*, 7:30 and 9:45 p.m. each evening and 4 p.m. on Friday afternoon.

**September 24** Eleven of the best new animated films, 7:30 and 9:30 p.m.

**September 25** *The Marriage of Maria Braun*, 7:30 and 9:45 p.m.

**September 26** *The Marriage of Maria Braun*, 4 and 9:30 p.m.; Independent Black filmmakers: six short films with guest filmmaker Ben Caldwell, 7:30 p.m.

All films at International House, 3701 Chestnut Street. Tickets are \$2, and \$1 for the Friday matinee.

### Meetings

**September 17** University Council, 4-6 p.m. in the Council Room of the Furness Building. Members and invited observers only.

### Music

**September 26** Penn Union Council presents Jamaican reggae singers Bob Marley and the Wailers, 8 and 11 p.m. at Irvine Auditorium. Tickets, priced at \$8.50, \$7.50, \$6.50 and \$5.50, are on sale on all Ticketron outlets, Wanamakers in Center City, and the Bag and Baggage in Wilmington, Del.

### Religion

**Ecumenical Eucharist** 12:15 p.m. Fridays at the Christian Association, 3601 Locust Walk. A gathering for new and informal ways of sharing the bread and wine of communion.

**Episcopal** Weekly services at St. Mary's Church, 3916 Locust Walk. Call 222-8556 for information.

**Jewish Holiday Services**

Yom Kippur, September 20

*Conservative Services*, Irvine Auditorium

Friday, September 19, 6:30 p.m.

Saturday, September 20, 9 a.m.

Study break, September 20, 4 p.m.

Minchah Service, September 20, 5:30 p.m.

*Reform Service*, University Museum Auditorium

Friday, September 19, 8 p.m.

Saturday, September 20, 10 a.m.

*Orthodox Services*, Hillel Foundation

Friday, September 19, 6:30 p.m.

Saturday, September 20, 9 a.m.

**Lutheran** Eucharist Service Sundays at 11 a.m., Lutheran Student Center, 3637 Chestnut Street.

**Roman Catholic** Midnight mass Saturdays; 9:30 a.m., 11 a.m. and 5 p.m. on Sundays; daily mass at 12:05 p.m.

Holy days at 12:05 p.m., 5:15 p.m. and 8 p.m., Newman Center, 3720 Chestnut Street.

### Special Events

**September 16-18** Tropical Plant Sale sponsored by Penn Union Council, 10 a.m.-6 p.m., Houston Hall's West Lounge.

**Beginning September 18 and continuing each Thursday** PUC Sponsors Entertainment at 11, a weekly series of live performances in the Houston Hall Gallery.

### Sports (home schedules)

For ticket information, call the Franklin Field ticket office at Ext. 6151.

**Cross Country** September 20: vs. LaSalle and Philadelphia Textile College, 11 a.m.; October 3: vs. Princeton, 3:45 p.m.; October 18: men's and women's Big Five Meet. All meets at Fairmount Park's Belmont Plateau.

**Field Hockey** September 27: vs. Rutgers, 11 a.m.; September 30: vs. West Chester, 7 p.m.; October 4: vs.

Harvard, 11 a.m.; October 7: vs. Franklin and Marshall, 7 p.m.; October 14: vs. Ursinus, 7 p.m.; October 17, 19: International Field Hockey featuring the U.S. Olympic team plus teams from Australia, West Germany and New Zealand; October 24: vs. Yale, 7 p.m.; October 28: vs. Temple, 7 p.m. All games at Franklin Field.

**Freshman Football** October 29: vs. Glassboro State, 4 p.m.; October 11: vs. Cornell, 3 p.m.; October 24: vs. Millersville, 1:30 p.m. All games at Franklin Field.

**Lightweight Football** October 4: vs. Rutgers, 4:30 p.m.; October 17: vs. Cornell, 2 p.m.; October 31: vs. Navy, 7 p.m. All games at Franklin Field.

**Varsity Football** September 26: vs. Lehigh, 7:30 p.m.; October 4: vs. Columbia, 1:30 p.m.; October 25: vs. Yale, 1:30 p.m.; November 8: vs. Villanova, 1:30 p.m.; November 15: vs. Harvard, 1:30 p.m. All games at Franklin Field.

**Sailing** October 11:12: Packer Trophy Regatta, 9 a.m. at Penn's Landing; October 18-19: Philadelphia Intracity Meet, 9 a.m. at Penn's Landing.

**Soccer** September 24: vs. Lafayette, 7:30 p.m.; October 3: vs. Columbia, 8:15 p.m.; October 18: vs. Navy, noon; October 25: vs. Yale, 10:15 a.m.; November 7: vs. Villanova, 8:15 p.m.; November 11: vs. Temple, 7:30 p.m. November 14: vs. Harvard, 8:15 p.m. All games at Franklin Field.

**Women's Tennis** October 1: vs. West Chester, 3:30 p.m. at Lott Courts.

**Women's Volleyball** October 9: vs. Trenton State, 6 p.m. at Weightman Hall.

### Talks

**September 16** Dr. S. Lahiri of the University's department of physiology and environmental medicine, on *Oxygen Transport and Chemoreceptor Excitation in Aortic and Carotid Bodies*, 12:30 p.m. in the Physiology Library, 4th floor Richards Building.

**September 18** Richard Lambert, Boundary Formation in *Cults and Sects in South Asia*, at 11 a.m. in the University Museum, Classroom 2.

**September 22** Professor Henrika Kuklich, *Chicago Sociology and the American City*, Smith Hall 107 at 4 p.m. Coffee at 3:30 p.m.

**September 23** Dr. T. Shaffer of the Temple Medical School physiology department on *Developmental Alterations in Airway Mechanics*, 12:30 p.m. in the Physiology Library, 4th floor Richards Building.

**September 24** Steven Rose of the Washington University Medical School, *Analysis of the Structure and Function of the Lumbar Facet Joints, and Analysis of Muscle Fiber Type in Steroid Myopathies Using CYBEX*, Nursing Education Building 208 at 4 p.m.

The Honorable Wade H. McCree, Jr., Solicitor General of the United States on *Bureaucratic Justice and Early Warning*, the Law School's Owen J. Roberts Memorial Lecture, at 5:30 p.m. in the University Museum.

**September 25** Basim F. Musallam on *Religious Division in Islamic Law*, at 11 a.m. in the University Museum, Classroom 2.

**September 29** Morton Botel, on *The Botel Milestone Tests*, theoretical bases and on-going research, Education Building D-9 and D-10 at 7 p.m.

**September 30** Symposium on equine parasites sponsored by the School of Veterinary Medicine. Fee for the seminar is \$20. Reservations may be made by calling the Office of Continuing Education, Ext. 4234.

Dr. V. Ranga of the pathology department of Mount Sinai Medical Center on *Modulation of Airways Epithelial Permeability*, at 12:30 p.m. in the Physiology Library, 4th floor Richards Building.

### Regular Discussions

**Psychology Colloquia** One guest speaker each week presents his or her research on some area of psychology or related discipline. Tuesdays at 4:30 p.m., Stiteler B-21.

**Medicine-Pathology rounds** Tuesdays at noon, Orthopaedic Conference Room, 1 White, HUP.

### To list an event

Information for the weekly Almanac calendar should reach our offices at 3533 Locust Walk one week before desired date of publication.



# OPPORTUNITIES

Listings are condensed from the personnel bulletin of September 11 and therefore **cannot be considered official**. Some positions may no longer be available. New listings are posted Thursday's on personnel bulletin boards at:

**Franklin Building:** near Personnel (Room 130); **Towne Building:** mezzanine lobby; **Veterinary School:** first floor, next to directory; **Ledy Labs:** first floor, outside Room 102; **Anatomy-Chemistry Building:** near Room 358; **Rittenhouse Lab:** east staircase, second floor; **LRSB:** first floor, opposite elevator; **Johnson Pavilion:** first floor, next to directory; **Logan Hall:** first floor, near Room 117; **Social Work/Caster Building:** first floor; **Richards Building:** first floor, near mail-room; **Law School:** Room 28, basement; **Dietrich Hall:** first floor, outside E-108.

For further information, call personnel services, Ext. 7284. The University is an equal opportunity employer.

## Administrative/Professional Staff

**Accountant** (3358) \$11,400-\$15,800.  
**Applications Programmer I** (3376) \$14,200-\$19,625.  
**Assistant Director** (03055) \$23,600-\$33,250.  
**Assistant Director, Telecommunications** (3257) \$14,200-\$19,625.  
**Assistant General Counsel** (3332) \$20,475-\$28,875.  
**Assistant Regional Director** (3399) assists in coordination, implementation and administration of programs to recruit high school students; contacts college counselors, alumni groups, faculty and students; interviews prospects; participates in evaluation and selection of candidates; travels extensively (degree; one-three years' progressively responsible experience in admissions or related fields preferred; organizational and management ability; effective verbal skills; ability to work extended hours as necessary) \$12,375-\$17,425.  
**Assistant to Director, Annual Giving** (3340) \$11,400-\$15,800.  
**Associate Development Officer I** (3273) \$14,200-\$19,625.  
**Associate Development Officer II** (3039) \$17,725-\$25,000.  
**Associate Director** (3397) responsible to the director for the management and operation of all aspects of the graduate and professional schools' financial aid program and of the guaranteed student loan program; oversees and administers daily operations; develops program budgets; works with graduate and professional schools; counsels students (degree, with course work in counseling or administration desirable; five years' administrative and supervisory experience; experience in school administration, preferably in financial aid) \$17,725-\$25,000.  
**Business Administrator** (B0641) holds primary responsibility for maintaining CPS and PSHP budgets; records expenditures and income for several accounts; issues monthly financial reports; orders supplies; handles staff and work-study salaries; makes financial projections and budget estimates (strong background in accounting and/or bookkeeping; organizational ability; knowledge of the University's procedures preferred) \$11,400-\$15,800.  
**Business Administrator I** (B0621) \$11,400-\$15,800.  
**Data Communications Administrator** (2959) \$16,325-\$22,600.  
**Director** (03206) \$23,600-\$33,250.  
**Director of Publications** (B0650) reporting to Director of Communications, manages budget, central editorial, design, printing-procurement and other production services. Responsible for quality, timeliness, cost-effectiveness of institutional publications (high degree of technical knowledge in printing and graphics and at least five years' experience as a publisher, manager, editor or similar position. Experience in supervisory capacity in higher education setting and relevant degree is desirable) \$23,600-\$33,250.  
**Director, Student Data** (3320) \$20,475-\$28,875.  
**Foreman, Grounds** (3390) supervises the care and maintenance of the University's athletic facilities; directs the construction of athletic facilities; assigns and supervises work of crew engaged in maintenance of the facilities (high school graduate with training in horticulture; fifteen years' experience as a professional gardener; supervisory ability; physically capable of manual activity) \$12,375-\$17,425.  
**Junior Research Specialist** (11 positions) for further information consult campus bulletin boards at locations noted above, \$11,400-\$15,800.  
**Manager** (03170) \$14,200-\$19,625.

**Master Scheduler** (03194) \$14,200-\$19,625.

**Medical Illustrator** (B0644) renders anatomical drawings, charts, and graphs; does lettering and graphics (degree in medical illustration; portfolio of art prepared for publication, motion media and still media) \$16,325-\$22,600.

**Museum Membership Manager** (3403) administers membership rolls, including billing; develops and administers membership campaigns; plans and directs museum events, functions and lectures (degree; basic typing and accounting skills; ability to deal effectively with general public; experience in the field and knowledge of Philadelphia area desirable) \$11,400-\$15,800.

**Programmer Analyst I** (B0360) \$14,200-\$19,625.

**Project Manager** (B0278) no longer accepting applications.

**Radio Station Music Director and Program Coordinator** (B0605) \$11,400-\$15,800.

**Radio Station Production and News Director** (B0604) \$11,400-\$15,800.

**Radio Station Publicity and Information Director** (B0606) \$11,400-\$15,800.

**Research Specialist I** (B0637) conducts research in biochemical embryology, involving embryo and cell cultures and isotopic enzyme assays; oversees the ordering of laboratory supplies and the training of staff; designs and evaluates experiments (biology or chemistry degree; three years' lab experience) \$12,375-\$17,425.

**Research Specialist I (3 positions)** \$12,375-\$17,425.

**Research Specialist II (3 positions)** \$14,200-\$19,625.

**Staff Writer I** (3406) compiles and writes alumni calendar items and obituaries; assists editor with proofreading and editing; conducts research for alumni notes; participates in production and publication of magazines; answers phone; performs clerical duties (degree in English or journalism; one year's experience in writing highly accurate material) \$11,400-\$15,800.

**Stationary Engineer (2 positions)** (03090) (03093) Union wages.

**Superintendent of Utilities** (3242) \$16,325-\$22,600.

## Support Staff

**Administrative Assistant I (4 positions)** \$8,775-\$10,850.  
**Administrative Assistant II (2 positions)** (3215) (B0592) \$9,400-\$11,675.

**Assistant Cashier** (3372) \$7,200-\$8,750.

**Bookstore Cashier (3 positions)** \$6,750-\$8,600.

**Bookstore Clerk I** (3220) \$6,325-\$7,625.

**Buyer I** (3398) orders merchandise in photography department, subject to approval of immediate supervisor; follows through on orders to assure that they arrive, are processed and reach sales area; responsible for display and sale of merchandise; performs related assigned duties (high school graduate; three years' experience in the retail sales of photography equipment, \$8,825-\$10,875).

**Cashier, University** (3396) counts and deposits daily receipts for the department; prepares related material, i.e. journal vouchers, special deposits, audits, etc. (high school graduate with emphasis in business training; ability to use adding machine and do light typing; accuracy) \$7,700-\$9,425.

**Clerk II** (3379) acts as receptionist for main desk; answers incoming calls; sorts and checks Personnel Data Forms and other registration forms; does filing and other related duties as assigned (high school graduate; general clerical aptitude; ability to handle detailed work accurately and efficiently; pleasant telephone manner; willingness to learn keypunch) \$7,200-\$8,750.

**Clerk IV** (B0634) \$8,825-\$10,875.

**Clerk IV** (B0509) \$8,250-\$10,150.

**Coordinating Assistant I** (3320) \$9,400-\$11,675.

**Coordinating Assistant II (2 positions)** (03197) (B0614) \$10,700-\$13,450.

**Coordinator of Visitor Services** (03123) \$8,775-\$10,850.

**Data Control Clerk** (03029) no longer accepting applications.

**Electron Microscope Technician II** (B0564) \$10,700-\$13,125.

**Electronic Technician II** (3254) \$10,700-\$13,125.

**Electrician I** (2794) Union wages.

**Equipment Technician** (3278) \$7,700-\$9,425.

**Foreman, Farm Unit** (B0518) \$6,900-\$8,825.

**Gardener** (3256) Union wages.

**Groom** (3391) feeds, waters and cleans animals; maintains barns, shed and equipment; assists in

maintenance of lawns, fence, pastures and with minor repairs; handles animals for clinicians (elementary school graduate; one year's experience in care of large animals; physically capable of strenuous work) \$7,200-\$9,200.

**Junior Accountant** (3362) \$8,775-\$10,850.

**Operator, Office Automation** (3004) \$7,700-\$9,425.

**Photographer I** (B0649) takes black and white photographs; makes contact prints, enlargements and reproductions; operates 35 mm slide projector or 16 mm movie projector as needed; responsible for filing slides, negatives, original drawings and prints (high school graduate; one year of direct photography experience or equivalent advanced education; knowledge of basic elements of photography) \$8,550-\$10,375.

**Psychology Technician I** (B0495) \$10,700-\$13,125.

**Radio Station Technical Director** (B0603) serves as chief engineer; maintains F.M. transmitter and broadcast equipment; supervises and trains volunteer technical personnel; conducts equipment tests in accordance with F.C.C. regulations (F.C.C. first class license; graduate of appropriate technical school; previous experience in radio) \$12,000-\$14,750.

**Receptionist, Medical/Dental** (3233) greets and directs clients according to needs; receives payments and operates cash register; answers inquiries concerning bills; works with the accounts receivable file through bookkeeping machine; performs other duties as assigned (high school graduate with some training in accounting; ability to learn to use bookkeeping machine; experience in handling money and dealing with the public) \$7,700-\$9,425.

**Records Assistant** (3400) holds responsibility for file area; processes financial aid transcript requests; prepares data input for weekly computer updates; substitutes for receptionist; supervises work-study students (high school graduate; clerical aptitude and organizational skills; ability to work well with others; previous filing or receptionist experience preferred; ability to keypunch) \$8,775-\$10,850.

**Repairs Expediter** (3350) \$8,775-\$10,850.

**Research Bibliographer II** (B0630) \$9,400-\$11,675.

**Research Laboratory Technician I** (B0602) \$8,550-\$10,375.

**Research Laboratory Technician II** (B0519) performs enzyme purification for brain neurochemistry using chromatography; also performs gel electrophoresis and routine laboratory chores (degree in chemistry or biochemistry) \$9,600-\$11,700.

**Research Laboratory Technician II (2 positions)** (B0624) (3365) \$9,600-\$11,700.

**Research Laboratory Technician III (15 positions)** for further information consult campus bulletin boards at locations noted above. \$10,700-\$13,125.

**Secretary I (2 positions)** \$7,200-\$8,750.

**Secretary II (12 positions)** \$7,700-\$9,425.

**Secretary III (26 positions)** \$8,250-\$10,150.

**Secretary IV** (3351) organizes new office with the director; types manuscripts and grant applications, correspondence and reports; searches library for material; assists in administration of grants; may supervise others (ability to type 60 wpm, use dictaphone and take shorthand; ability to work independently; familiarity with word processing equipment; knowledge of library facilities) \$9,400-\$11,675.

**Secretary IV** (03121) \$9,400-\$11,675.

**Secretary, Limited Service** (B0405) Hourly wages.

**Secretary, Medical/Technical** (15 positions) \$8,775-\$10,850.

**Senior Admissions Assistant** (03107) no longer accepting applications.

**Stack Attendant** (3228) shelves or stores library materials in accordance with the appropriate classification system; maintains the order of materials; substitutes for desk clerks and exit attendants as required; provides information and assistance as requested by library patrons; occasionally serves as a messenger to campus and off-campus points; works on shifting projects within the library; packs books for moving or shipment. Union wages.

**Stack Attendant** (3385) Union wages.

**Supervisor, Herdsman** (B0308) \$15,292-\$19,606.

**Technical Typist** (B0549) \$7,700-\$9,425.

**Typist II** (B0487) \$7,200-\$8,750.

**X-Ray Technician** (3336) assists in planning work schedule; assists in training fourth-year veterinary students; takes radiographs; assists in developing techniques (high school graduate; completion of approved course in x-ray; willing and able to work with large animals; two years of direct experience) \$12,000-\$14,750.



## United Way: The 'Donor Option' Text

*On the September 17 Council agenda as part of the President's Report is discussion on implementing the "Donor Option" policy framed by United Way after controversy arose last spring over its agency-admission policies. The text below is the United Way's, not the University's; it is published as background.*



On May 8, 1980, United Way's Executive Committee endorsed the creation of a Donor Option Program making it possible for donors to designate part or all of their contributions to eligible agencies of their own choosing. A Donor Option Committee was subsequently appointed to oversee the implementation of the new program. The policy outlined here, recommended by the Donor Option Committee, was approved by the United Way's Executive Committee on July 23, 1980. This policy deals with the main questions raised by interested persons and organizations since the Donor Option Program was announced.

### 1. Eligibility for Designations

*A donor may designate:*

- ...a health or social service agency that is a member of United Way;
- ...a health or social service agency that is not a member of United Way;
- ...the United Way where the donor lives.

*To be eligible for designations, an agency must:*

- ...Exist primarily to provide or to support health or social services, and
- ...have tax exempt/tax deductible status [IRS classification 501(c)(3)], and
- ...provide or support services within the Delaware Valley (Penjerdel Metropolitan Area). This includes the counties of Bucks, Chester, Delaware, Montgomery and Philadelphia in Pennsylvania; the counties of Burlington, Camden, Gloucester, Mercer and Salem in New Jersey; the county of New Castle in Delaware.

*Note:* United Way considered developing a pre-approved list of eligible agencies to be given to donors. There are well over 1000 potential non-member agencies meeting the qualifications for designation. It is impractical to provide and maintain such a list. Furthermore, since the objective is to enable donors to designate contributions to agencies with which they are already familiar, a list appears unnecessary.)

### 2. Visibility of the Donor Option Program

The primary thrust of the United Way Campaign is to encourage support of United Way member agencies. It is essential, however, that all potential donors know of the availability of this Donor Option Program. With that in mind, the following steps will be taken:

*Campaign Advertising:* Campaign advertising (other than posters and billboards) will include a reference to the Donor Option Program.

*Campaign Literature:* General leaflets will include a reference to the Donor Option Program. A separate leaflet will be available describing the Donor Option Program in detail.

*Pledge Cards and Donor Option Forms:* The regular pledge card will include a reference to the Donor Option Program. A separate donor designation form will be available to all who are interested.

*(Note:* It is not practical to use the pledge card as the donor designation form because of space limitations and because all payroll deduction cards remain with the employer.)

*Instructions to Solicitors:* Solicitors, as part of their overall presentation, will be asked to remind donors of the Donor Option Program and to give Donor Option leaflets and Donor Option forms to those who express interest.

### 3. Ground Rules Concerning Agency Promotion Of Designation for Their Own Benefit.

*Member agencies:* When agencies affiliate with United Way they agree—in exchange for their own eligibility for United Way allocations—to urge their employees and constituencies to support United Way. Accordingly, member agencies are expected to actively encourage contributions to United Way, which can be allocated through the citizen review process.

*Nonmember agencies:* Unlike member agencies, nonmember agencies have no official commitment to support United Way or to encour-

age their employees and friends to do so. Nevertheless, we hope many persons close to such agencies place a high priority on the services supported through United Way funding. We hope that nonmember agencies soliciting designated gifts urge their friends to make these gifts *in addition* to their customary support of United Way.

*Agency promotion in the workplace:* In the final analysis, the individual employer determines the extent of workplace solicitation.

We can conceive of no practical, even-handed way to provide for individual agency presentations or literature distribution, recognizing that well over a thousand agencies could request this privilege. It should be noted that no United Way agency promotes its individual case in the workplace. This is one of the attractive features of the United Campaign from an employer's standpoint.

### 4. Administrative Procedures

*Processing Charge:* In the initial year, a charge of 5% of the total designations will be charged to each agency or other United Way toward the cost of processing. United Way will incur start-up costs which this processing charge will not cover. The ultimate goal is to set the charge to cover actual costs—no more, no less.

*(Note:* The alternative of a flat dollar charge (e.g. \$10 per designation) was considered. A flat charge probably reflects the nature of these costs more accurately than a percentage charge. The flat charge was rejected for the present, however, because it would have the effect of making donor designation unattractive to the smaller contributor.)

*Unfulfilled Pledges:* The processing charge does not allow for collection losses. The United Way will pay out quarterly to each designated agency or other United Way its proportionate share of the total individual pledges *actually collected*, less the processing charge. In this way, everyone shares proportionately in the collection loss.

*(Note:* The United Way would have preferred to reflect collection losses on an individual basis, but it does not have access to individual payroll deduction and pledge cards. Employers simply forward to United Way the total dollars deducted, on a periodic basis.)

*Notifying agencies of their designated contributions:* Agencies will receive by February 15, 1981, a list of all their designations, names and addresses of contributors and amounts designated. Any designated cash gifts already received will be forwarded at the same time.

*Acknowledgment of designated contributions to donors:* Donors will retain a copy of their designation form(s). It will be up to agencies to acknowledge their designations individually after they receive the listing described above. The United Way strongly encourages agencies to provide individual acknowledgments.

### 5. Other Matters

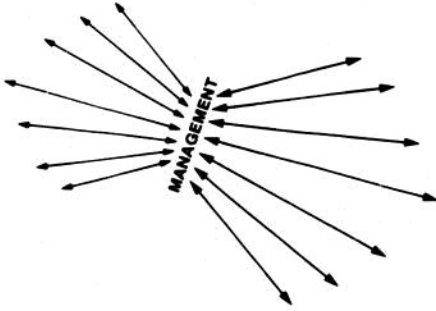
*Negative designations (i.e., the exclusion of a specified agency from one's contribution):* The purpose of the Donor Option Program is to permit donors to designate contributions to organizations they particularly favor. Negative designations will not be accepted because they are not consistent with that purpose and they have no practical effect on agency allocations.

*Corporate designations:* The donor designation policy is intended as a service to individual contributors, primarily those who use the payroll deduction plan. Donor designation will not apply to corporate contributors.

*Status of designated contributions in relation to United Way Campaign Goals:* Designated contributions will count toward employee campaign goals and the campaign total.

### 6. Administration of the Donor Option Program

The Donor Option Committee will oversee this program on an ongoing basis. This Committee will interpret these policies when questions arise, and will recommend additional policies on policy changes, as needed. The Donor Option Committee will report regularly to the United Way's Executive Committee regarding the results of the Donor Option Program.



## Can We Teach 'Social Responsibility'?

by J. Scott Armstrong

You are on the board of directors of a drug company that manufactures a medication known to be dangerous. Your company has invested a sizeable fund to develop the drug. Unfortunately, although it does cure some people, the drug will probably cause about 18 deaths a year if you continue to sell it. At the same time your company stands to earn at least \$18 million a year. Competing companies sell a similar drug at the same price. Their drug cures the same illnesses but it does not have serious side effects and will probably not be fatal for any patient.

Will you as a director permit your company to continue to sell the dangerous drug or will you order the immediate withdrawal of the medication to protect the few patients who may be hurt by it?

We have used that example in a five-year study of the decision-making process as it relates to responsible or irresponsible decisions.

Almost everyone who has been asked about this case feels that the responsible decision is to take the drug off the market immediately. However, when we asked people to play the role of a director of that company, *none* of the 57 groups decided to remove that drug from the market. Most of the people in our study were involved in business organizations, so that they had some ideas about how corporate directors should act. Some were real-life directors of major companies.

Our aim was to find out whether managers will take reasonable precautions to protect employees, consumers, and others from serious and unnecessary harm. The conclusion was shocking: a substantial portion of all corporate managers can be expected to make irresponsible decisions. The nature of the harm that they may cause has little effect upon their decisions. They adhere closely to their prescribed role (as agents of the stockholders in this case), and they do not feel responsible for preventing harmful side effects.

Obedience to their role appeared to relieve them of responsibility. Most managers believe they are doing what is right when they protect the interests of the stockholders. That is their proper "role," one that has been handed down to them by our social traditions. The U.S. legal system has advocated this stockholder role for managers. Holding that directors should have "a single-minded duty of unswerving loyalty to the stockholders and only to the stockholders," the legal system has relieved the managers of the responsibility for assessing the impact of their decisions upon other interested groups.

Take air pollution: The corporate manager is willing to allow his organization to pollute the air as long as there is no objection from the public or from public authorities. Few managers feel required to clean up dangerous gases emitted from their factories as long as there is no outside threat to producing a profit. (Now, some managers go beyond their role to solve the problem; but they are the exceptions.) Only when there are threats to boycott a firm's products or otherwise to interfere with its income or assets would most managers consider assigning funds to maintain clean air. In that case, the stockholders are profiting from an asset that belongs to the whole community. That asset—clean air—is used and misused by the company so that the stockholders gain in the transaction and the community loses.

In theory, irresponsible actions would be punished in a "perfect market." But the market we live in is "imperfect"—giving some groups rewards they do not deserve and taking away resources

from others without giving any rewards in return.

Our study's drug company is another illustration of the imperfect market because the company would not be penalized for endangering the lives of a few people. Instead, they gained from this transaction.

Some observers have suggested that proper education might reduce socially irresponsible decision-making. Others have proposed a better selection procedure for key managers. Still others have suggested that when the younger generation gains key management positions, the situation will change. Unfortunately, our evidence suggests that none of these actions aimed at the individual has a significant beneficial effect.

The problem does not lie in the individual but in our institutions. What is needed is a change in the role of the managers as our society defines it. In our study, we experimented with the "stakeholder role" for managers. Here the manager is responsible for and reports to each of the interest groups affected by the actions of his organization, in effect serving many masters. He would service the stockholders but would also protect the interests of the employees, of consumers, of the local community, and he would avoid bringing unnecessary harm upon his competitors.

We see this stakeholder role now becoming accepted as an ideal in some corporations. The most visible example is the decision to place representatives of different groups on the boards of directors of some corporations. In our role-playing, some groups were told that their "boards" had been so structured, or had agreed to adopt the stakeholder role. These managers had great difficulty in performing and in fact, we were initially unable to convince groups to adopt such a role.

Another approach to changing the role of the manager is to use social accounting. Measurements that show how decisions affect each interest group, should lead to more concern for the stakeholders. Strangely, in our role playing, social accounting had no effect on the decision-making. Groups continued to make the "irresponsible" choice.

Only when we combined the stakeholder role and social accounting were managers willing to reject socially irresponsible decisions. The two techniques reinforced each other: the stakeholder role made social accounting legitimate and social accounting provides the necessary information for those using the stakeholder's role. They then produce a significant reduction in the level of irresponsibility among our decision makers.

Can we teach social responsibility? Probably not. Efforts to educate individuals are unlikely to have much impact; the role is too strong. Good people will continue to make irresponsible decisions. A change in our institutions and our laws would help. The adoption of the stakeholder role along with social accounting could bring our organizations in harmony with society.

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PERSPECTIVES, the University News Bureau service that sends signed faculty analysis and opinion to U.S. newspapers, issued this column in 1978. Dr. Armstrong, now on leave as visiting professor at the Imede Management Development Institute in Lausanne, reedited the material for Almanac's experimental series during a recent visit home. Meanwhile, the Winter 1980 issue of Directors & Boards used the full study to open debate on the possibility of implementing the 'stakeholder' theory in management.—Ed.

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