

# Almanac

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## Reactions

In the wake of last Monday's announcement that Dr. F. Sheldon Hackney (left) is the nominee for president of the University, the impending resignation of Provost Vartan Gregorian dominated news events on campus. On Wednesday:

- In a noon rally at the "We Lost" sculpture, faculty and student speakers combined tributes to Dr. Gregorian with attacks on the decision to pass over the Provost (page 3). Uniformly, speakers disclaimed any criticism of Dr. Hackney if they referred to him at all.
- At 2 p.m., the Senate Executive Committee in special session asked Professor Paul Bender to prepare and publish a report on the selection process; it appears on page 2.
- At 4 p.m., Council cleared the agenda of its regularly-scheduled meeting for discussion of issues surrounding the selection but adjourned after less than ten minutes: silence had fallen after the reading of three prepared statements, one of them the Provost's confirmation that he will step down October 24 so that Dr. Hackney will be "free to chart his own course" (texts on page 5).
- That night, Dr. Gregorian told the *Philadelphia Inquirer* he will take leave, perhaps as long as a year and a half, and complete two books.



Dr. Vartan Gregorian

Bruce Rosenblum

## The Year of the Black Centenary

In 1881, James Brister received a doctoral degree in dental surgery, becoming the first black person to graduate from the University of Pennsylvania.

The University will celebrate the 100th anniversary of his graduation in the Year of the Black Centenary with a host of cultural and educational activities.

*A Century of Black Presence*, assembled by the University archives, opens October 24 at Van Pelt Library. It highlights the University's many "firsts" in the education of blacks, and the national and international contributions of its black alumni, faculty and students through paintings, photographs, graphics, manuscripts and African and Afro-American art and artifacts.

Playwright and teacher Leslie Lee comes to the University the week of October 27 as artist-in-residence for the Black Centenary. Mr. Lee is best known for *First Breeze of Summer*, a two-act play produced in New York by the Negro Ensemble Company and later aired nationwide on the Public Broadcasting System (PBS).

In January, the second annual commemorative ceremony in honor of Martin Luther

King, Jr., who studied at the University from 1949 to 1952, will mark the civil rights leader's birthday; details to be announced.

Special emphasis also will be placed on the anniversary of the birth of W. E. B. Dubois, a Fisk University alumnus who was in residence at the University of Pennsylvania while researching and writing his landmark sociological study, *The Philadelphia Negro*. The celebration will open on February 22 with a formal dedication of the W. E. B. Dubois House, the University's residential living/learning college house which focuses on the black experience. Following the dedication, the Fisk Jubilee Singers—whose seven years of U.S. and European tours in the 19th century raised the money to found Dubois' alma mater—will present a concert at the University Museum. On February 23 an outstanding black scholar will begin a week on campus by giving the first annual W. E. B. Dubois lecture.

The University will also host the Centenary Year International Program, February 23-25, a scholarly conference focusing on *The African Diaspora and Return*. African and American participants will present

invited papers suitable for later publication.

The seventh annual Afro-American studies symposium, April 2-3, is on "Blacks in the Year 2000." Among the issues to be examined: the probable and appropriate shape of American society in the year 2000, the role of blacks in its socioeconomic system, and what blacks can do to bring about needed change.

The first annual Penn Relays benefit concert will be on April 25; proceeds will assist high school graduates from the Philadelphia area who will attend Penn. Centenary activities will end with a Convocation on May 17 and the traditional graduation dinner honoring Pennsylvania's outstanding black students and scholars.

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# SENATE

## From the Chair

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### The Presidential Selection Process

On September 17, two days after the announcement of the nomination of F. Sheldon Hackney to be the next president of the University, I gave an oral report about the presidential selection process to a meeting of the Faculty Senate Executive Committee. Along with three other faculty members (Robert Austrian, Irving Kravis and Fay Azjenberg-Selove), I served as a member of the consultative committee that conducted the presidential search and made recommendations to the Executive Board of the Trustees. The Senate Executive Committee suggested that it would be useful for me to put my report in writing and distribute it to the community through *Almanac*.

There has been a great deal of disappointment among faculty, staff and students over the failure of the Executive Board to nominate Provost Vartan Gregorian for University president. In making this report about the procedures employed in the selection process, I do not seek to influence judgment about the wisdom or lack of wisdom of the Executive Board's presidential choice. At the end of the report, I do offer some thoughts about the suitability of one important aspect of the presidential selection procedures that were followed in this search. So far as I know established procedures were followed.

The consultative committee was composed of seven trustees selected by the Chairman of the Trustees (three of whom were members of the Executive Board); four faculty members nominated by the Senate Advisory Committee; and two students nominated by the appropriate undergraduate and graduate student organizations. The chairman of the committee was the Chairman of the Trustees.

At the outset, the committee revised and distributed a letter, previously prepared by the Executive Board. This letter\* announced the commencement of the presidential search, stated the qualifications that candidates should have and solicited nominations. About 300 nominations were received.

The whole consultative committee engaged in a preliminary screening of both inside and outside nominees. This screening was based on nominating letters, biographies of the nominees, and information that committee members themselves possessed about the nominees. The result of this screening was that the list of nominees under active consideration was reduced to about 50. Members of the committee then gathered some information and opinions about the remaining candidates from persons who knew them. Using this information, the committee reduced the list of candidates under active consideration to less than 20.

At about this time, faculty and student members of the committee obtained information and opinions about the inside nominees. Opinions were obtained from a number of students chosen by the student committee members, and from about 20 faculty members on a list drawn up by the faculty members of the consultative committee. Other members of the University community wrote letters to the committee about inside nominees. The chairman of the committee consulted with several administrators about inside nominees. All of this information was presented to the whole committee.

Outside candidates who remained under active consideration were then asked by the chairman of the committee whether they would be willing to be interviewed by committee members.

Several persons declined to be considered; those who did not decline were interviewed by a few committee members. Faculty, student and trustee members all participated in this process. Committee members independently reported in writing to the committee their impressions of the candidates based on these interviews.

After further committee discussions fewer than ten persons remained under active consideration. All remaining candidates, both inside and outside, were then interviewed by the whole committee. Up to this stage of the process, the committee was essentially unanimous in its decisions about whether to continue candidates under active consideration.

The committee then met to discuss the remaining candidates. Each committee member who attended this meeting orally gave his or her opinions about, and comparative evaluations of, the candidates. Discussion took place. The committee members then voted on their order of preference among these candidates, on whether each of them should be affirmatively recommended to the Executive Board, and on whether each was deemed unacceptable by individual committee members.

The results of this voting, as well as written opinions and information previously gathered about all the candidates who were interviewed by the whole committee, were presented to the members of the Executive Board. The committee had an understanding with the Executive Board that, unless the Board engaged in further consultation with the committee, it would not nominate a president who was not affirmatively recommended by the committee. Fewer than half of the remaining candidates were affirmatively recommended by the committee. Nevertheless, as I have said, the Executive Board had before it the committee's evaluations of all inside and outside candidates who were interviewed by the whole committee, whether or not they were affirmatively recommended, as well as the committee's evaluations of all these candidates as expressed in its votes. I should also say here that each of the two non-trustee constituencies represented on the consultative committee (students and faculty) was significantly divided in its evaluations of the leading remaining inside and outside candidates who had been interviewed by the whole committee. The trustee members also had differing views.

The members of the consultative committee were invited to

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## *Almanac*

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\*Published in *Almanac*, February 21, 1980, page 2.

meet with the Executive Board at the beginning of its deliberations. All student and faculty members of the committee attended this meeting. Each member of the committee was asked for, and gave, an oral statement of views about some or all of the candidates whose names were before the Executive Board (whether or not they had been affirmatively recommended by the committee). One written statement, dissenting in significant part from the committee's recommendations, was also submitted. The chairman, who had spoken individually with the University's deans (at their request), reported their views about the inside candidates. Discussion followed. This discussion was not confined to the candidates who were affirmatively recommended. I am confident that, as a result of this meeting with the consultative committee, and in view of the written material presented to the Executive Board, the Board members had before them accurate and extensive information regarding the opinions of faculty, students and deans about the inside candidates who were interviewed by the consultative committee.

After the members of the consultative committee left the meeting, the Executive Board interviewed the candidates who had the committee's affirmative recommendation and who were willing to be considered by the Board. I assume that there was discussion among the Board members. The Board then selected a nominee. In doing so, without reconsulting the committee, the Board confined its selection to persons affirmatively recommended by the consultative committee, as it had agreed to do. In making its selection, the Board, also followed the preferential recommendations of the consultative committee.

The principal problem that I perceive with the existing procedures for a presidential selection has to do with the composition of the body—the Executive Board of the Trustees—

that has the effective power of final selection. Trustees and faculty presently have significantly different perceptions of the priorities and operation of the University. More could—and, I believe, should—be done to facilitate communication between faculty and trustees on these subjects (and perhaps between students and trustees as well).

In addition, however, it seems to me that serious consideration should be given by the trustees to the possibility of adding faculty members to the Executive Board. The tenured faculty is the permanent core of the University. The work of faculty is, in a very real sense, the substance of the University. It seems to me that strong arguments exist that a group so central to the University's mission should be represented directly on the body charged with the ultimate responsibility for the course of the University. The selection of a president is perhaps the single most important decision affecting that course.

At its September 17 meeting, the Senate Executive Committee asked me to present the following resolution to the University Council session that immediately followed that meeting:

The Senate Executive Committee expresses its regret over the loss of Vartan Gregorian's services as provost; its deep affection for Provost Gregorian; its high regard for him as a teacher, scholar, administrator and absolutely wonderful human being; and its appreciative recognition of the enormous contributions he has made to the University of Pennsylvania.

I share completely the feelings expressed in the resolution.

*Paul Bender*

## SPEAKING OUT

### At the Rally

*Two faculty members spoke at the rally for Provost Vartan Gregorian on September 17—Professors Robert J. Rutman and Sam Sylvester. In clearing this page for portions of Professor Bender's last-minute report on the selection process (above) Almanac gave priority to the unpublished remarks of Professor Sylvester. For Dr. Rutman's text, see the Daily Pennsylvanian September 18, page 5.*

### Reconsideration

The Black Faculty and Administrators support our provost, Vartan Gregorian, for the presidency of the University and therefore request that the University trustees reconsider their recent decision.

From the very beginning, Greg has always been open, honest, available, sensitive and responsive to diverse constituencies and people in the University community. While considering his initial appointment, he requested to meet with the Steering Committee of the B.F.A. as well as the more established traditional groups on campus. Even then, the assessment of the members of the B.F.A. Steering Committee was, "Here is a man who is honest and sensitive, and one who possesses social conscience but yet is dedicated to excellence in academic

achievement."

Though we have not always agreed and share the same thought in concept or methodology, when we have differed—and at times the gulf has been wide—the differences have always been open and honest. We have never minced words: "yes" as well as "no" has always been open and direct. We have always acted on principle and our differences have been substantive so that we could always return to the bargaining table to consider issues and not emotions or personality.

B.F.A. has and continues to promote the inclusion of the Black Presence as a part of University life, and Greg as a person and administrator has always embraced and understood this principle so that our relationship has always been clear: He was always the University Administrator, who reflected his position as the highest ranking academic officer in the University and one who was responsible, not to a constituency, but the University community at large for sound academic efforts and programs. One of his favorite expressions was "I do it not because it's Black or White, male or female, but because it's right—a real statement of conviction and commitment. This signifies the person—he has been an academic administrator who has been intensely interested in creating high-standard programs dedicated to academic excellence and at the same time inclusive of the Black Presence as

well as other minorities.

Over the past 21 months whether it was Greg, or him with his staff along with members of the B.F.A. Steering Committee and whether the issue was affirmative action, faculty hiring, recruitment of graduate and undergraduate students, increasing minority pools, the Martin Luther King Day Commemoration Program, the Dubois Program or last but not least the Black Centenary Celebration... his door and his mind have remained open and his manner sensitive and responsive. His position clear: academic excellence—not mediocrity.

In this light, and that of other evidence, I ask the trustees to reconsider their decision regarding the presidency.

—Samuel Sylvester  
Associate Professor of Social Work

### Explanation Asked

Along with many other faculty members, I was astonished to hear that Provost Gregorian had not been nominated as our next president. I believe that the faculty and students deserve a full explanation of the reasons for this decision that has led to the loss of our Provost.

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

*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.*



## OF RECORD



### Affirmative Action Guidelines and Procedures For Faculty Appointments and Promotions

*Following is the text of Provost's Memorandum #6-80, sent September 2, 1980, to the academic deans and department chairpersons.*

In light of our experience during the past half dozen years in the area of affirmative action, the enclosed guidelines\* have been developed by my office, in consultation with affirmative action administrators and the Council on Equal Opportunity. I wish to highlight three aspects of the guidelines:

1. They set forth in one document a summary of the University's policy and procedures regarding affirmative action in the faculty appointment and promotion process. Further details, particularly with respect to programs for minority faculty, are to be found in the University's most recent affirmative action plan.

2. They announce changes in procedure and revisions to the equal opportunity compliance forms, to take effect *October 1, 1980* (for actions beginning July 1, 1981 and later). The significant changes are:

a. the instructions for the use of the forms are now a part of these guidelines, rather than being reprinted on each separate form. Therefore, it is important that you *retain and refer to these guidelines* as searches are undertaken and forms are filled out;

b. for each *new appointment* (blue form), two steps are to be certified in compliance:

- the formal search, and
- the final selection of the proposed candidate;

c. the goldenrod form is to be used only for *promotions*;

d. as of October 1, 1980, *reappointments do not require the filing of a compliance form*;

e. as of October 1, 1980, a new salmon-colored form is to be used, to document the *termination* of an appointment in the Standing Faculty or the Standing Faculty—Clinician-Educators.

3. To conform with record-keeping and reporting requirements of the federal government:

a. as of October 1, 1980, a form is introduced for new faculty members, the "Self-Identification Data Form for Faculty" (see Section IV.D.1 of the guidelines);

b. the confidential faculty census will be updated in the fall

(see Section IV.D.2 of the guidelines);

c. in the fall a system will be developed to review the salaries of all faculty members appointed and promoted, to ensure that no differences attributable to race or sex are allowed to develop (see Section IV.D.3 of the guidelines);

d. departments are required to retain written records of data concerning candidates, and of *all* applications and supplementary material received from applicants for all fulltime and parttime faculty posts, whether successful or unsuccessful, *for two years after a position has been filled*.

Samples of the revised and new forms are enclosed, and a supply of all forms is available in the deans' offices.

I would appreciate your apprising faculty members of these guidelines. Questions and comments should be directed to my executive assistant, Dr. Joyce M. Randolph (Ext. 6841, 106 College Hall).

#### *Important Note:*

The official designation of clinician-educators as "Standing Faculty—Clinician-Educators" will be presented to the Trustees as a resolution for approval at their October 1980 meeting. If the resolution is *not* passed, these affirmative action guidelines and procedures, as well as the faculty equal opportunity compliance forms, will have to be revised, in accordance with the inclusion of clinician-educators in the Associated Faculty.

—Vartan Gregorian, Provost

#### **Addendum**

Within the next few weeks Provost Gregorian will be issuing an addendum to these guidelines, to elaborate on the following sections:

IV.A.F New Appointment (availability data);

IV.D. Other Confidential Equal Opportunity Data.

The addendum will be designated "Provost's Memorandum #10-80."

\*See the Almanac supplement, pages I-IV in the center of this issue.

## Protocol of the Chinese Agreement

*In accordance with the "Guidelines and Integrated Statement of the University Policy on Conduct of Research Programs," (Almanac, April 26, 1979), the Coordinator of International Programs offers the following information concerning the recent protocol agreement between the Wharton School and the School of Engineering and Applied Sciences of the University of Pennsylvania and the Shanghai Jiao Tong University:*

*A summary of the protocol agreement, which was signed, on behalf of the University, by Joseph Bordogna and Donald C. Carroll, was previously published in the September 9, 1980 Almanac.*

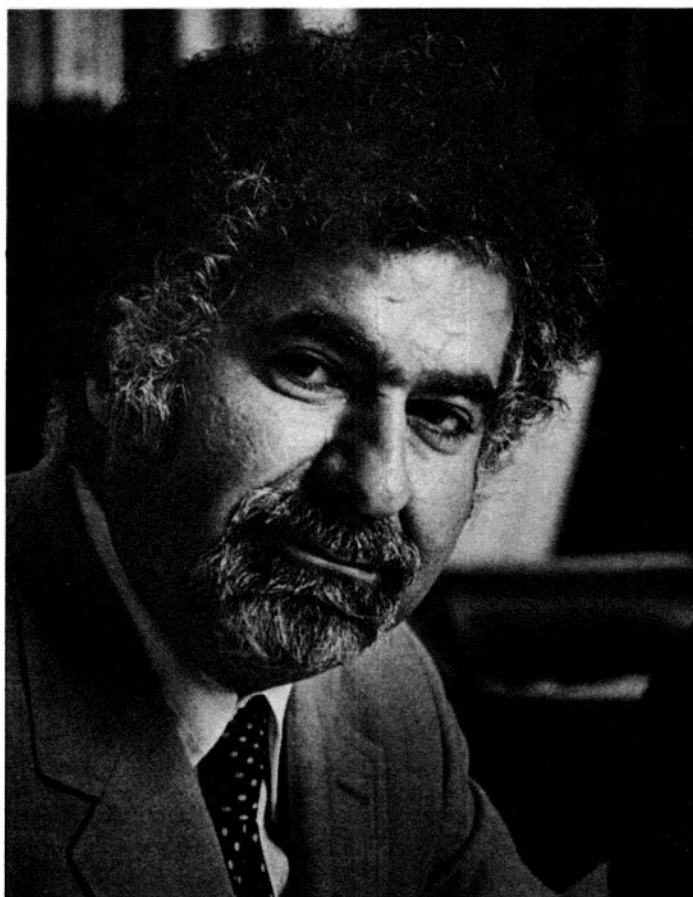
Financial support for the cooperative programs will be sought by the two universities through their respective boards from governmental, industrial and cultural organizations.

Funds solicited by Jiao Tong will be used primarily in People's Republic of China and funds solicited by University of Pennsylvania will be used primarily in the US.

The agreement has not been designated for a specific period of time, as the intent is that it become a long-standing agreement between the two institutions.

The agreement is available for inspection in the Office of International Programs, 133 Bennett Hall. In accordance with the Guidelines, the members of the University community have two weeks in which to raise questions or objections concerning the agreement. Unless objections are raised, the agreement will then be forwarded for final approval by the President and the Provost.

—Humphrey Tonkin, Coordinator  
International Program Office



Dr. Vartan Gregorian

## Ten Minutes on September 17

Beginning with a standing ovation for Provost Vartan Gregorian as he entered the room, University Council prepared for a meeting whose agenda had been "overtaken by events," in the words of the reelected moderator, Dr. Herbert Levine.

Setting aside the United Way, the Judiciary and other items, Council prepared to spend the full two hours if necessary discussing issues surrounding the nomination of a new president and the response from faculty and students protesting the failure to nominate Dr. Gregorian.

In the standard order, Dr. Levine called for adoption of the previous minutes (*passed*) and called on the President, Provost and Chair of the Steering Committee for their reports. Their words:

**MARTIN MEYERSON:** There are many things that I could report on: the Harrisburg situation, the Program for the Eighties... but these can wait. I want to read a statement I have prepared:

I do not know Sheldon Hackney well, but from my observations of him at educational meetings he has the deepest attachments to academic values, to standards of quality, and to the realization that the main marks of a great university are the distinction of its faculty and students. We all wish him the greatest success.

But someone I do know well is Vartan Gregorian whom I helped persuade eight years ago that Pennsylvania was the place for him. To my delight, he indicated that he would like to get involved in helping run the University. His contributions are immense. Perhaps his greatest accomplishment has been as the first dean of the Faculty of Arts and Sciences that we worked so hard to establish a decade ago. (*Aside to Dr. Gregorian:* You know, presidents and provosts can come and go, but there is only *one* first dean of the Faculty of Arts and Sciences.) We all owe him a special tribute for

all he has done as professor and colleague, as my faculty assistant, as dean, and now as provost. He has brought a combination of humaneness and humor, of warmth and wisdom we all cherish. I count it a special personal privilege to have had eight extraordinary years with Vartan Gregorian. He is a teacher to us all.

**VARTAN GREGORIAN:** I have always believed in the importance of institutional loyalty and I believe in it now. The Executive Board of the University's Trustees has nominated Sheldon Hackney for the presidency at Pennsylvania. I know Dr. Hackney and his work and I hold him and it in esteem.

I took up my duties as provost in October 1978 and we are now nearing October 1980. It is therefore timely for me to make my annual report to the Trustees at the October 24th meeting and make that report my final statement. However, I would like you to know also that even if I had not made a commitment to step down in two years, I would be doing it anyway. I revere the institution of the University of Pennsylvania and I believe that it is best served by encouraging the dissolution of factions and dispelling whatever divisiveness exists among my friends and supporters. I appreciate this support and affection more than I can say, (*pause*) but it does not serve the institution for an emotional atmosphere to continue.

We face a difficult decade, and strengthening the University's already strong foundation is an obligation to us all. We must therefore look to the future. It is important that a new president be free to chart his own course and he must have your cooperation and welcome. Naturally, I will be available during this transition period to help him and Martin Meyerson in whatever way I can.

It has been my distinct pleasure and honor to have served the faculty, students, staff and administration of this great University. Thank you.

(Applause)

**PAUL BENDER** (*on behalf of the Senate Executive Committee, which met in special session two hours before the start of the Council meeting*):

The Senate Executive Committee expresses its regret over the loss of Vartan Gregorian's services as provost, its deep affection for Provost Gregorian, its high regard for him as a teacher, scholar, administrator and absolutely wonderful human being, and its appreciative recognition of the enormous contributions he has made to the University of Pennsylvania.

(Silence)

The last exchange was begun by the leader of the Undergraduate Assembly (Remainder is from notes, not necessarily verbatim):

**ALLISON ACCURSO:** On behalf of the Undergraduate Assembly, I ask that we adjourn this meeting until next week. The discussion of the mundane and trivial when our whole foundation is... (*words lost*)... I am not prepared to discuss the Judiciary, much as it means....

**PAUL KORSHIN:** I second the motion.

**VARIOUS VOICES:** Yes, Council can adjourn... One week?... Yes... Next Wednesday, then.

**MODERATOR:** All in favor....

**VOICE VOTE:** Aye

**MODERATOR:** Opposed....

(Silence)

—K.C.G.

## To the University Council:

A meeting of the University Council will be held on Wednesday, September 24, from 4 to 6 p.m. in the Council Room of the Furness Building. The September 17th meeting having been adjourned after special tributes were extended to Provost Gregorian, the September 24th meeting will take up the regular business of the Council.

—Robert G. Lorndale

# Hackney at Princeton ... Hackney at Tulane

*"I don't know Sheldon Hackney, but..." began more than one discussion on campus last week. For a look at Dr. Hackney's career before he became the nominee for president of Pennsylvania, Almanac called for clippings from Princeton and Tulane universities, asking especially for any that would illuminate his personality and attitudes. We are grateful to Archivist Earl Coleman of Princeton's Seely G. Mudd Manuscript Library for most of the sources Almanac excerpted below. When Tulane's material did not arrive by mail, a set of 1980 progress reports on the institution was condensed for a picture of the institution he has headed since 1975.*

## Courtly Southerner

University Provost F. Sheldon Hackney—the President's general deputy—is a tall Alabamian for whom the description "courtly Southerner" seems expressly coined. He can also blow through on a mean pass rush when the administration's honor is at stake on the touch football field.

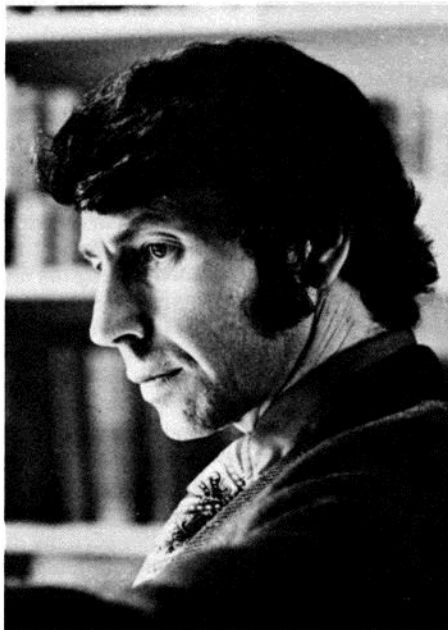
The 39-year-old Hackney is the third person to hold the post of Provost, created at Princeton eight years ago to help ease the mounting burdens on the President.... The Provost pays particular attention to the University's overall academic development, and is directly responsible for overseeing the activities of the Computer Center, the Library, and the Registrar's Office. Hackney is also Princeton's Equal Employment Opportunity Officer, keeping a watch on University hiring procedures.

Hackney is a widely-acclaimed historian of his native South, whose use of computer analysis in his prize-winning study, *Populism to Progressivism in Alabama* (Princeton University Press, 1969) attracted considerable interest. Another book on the South has had its progress slowed somewhat by the demands of the Provost's Office; he is determined, however, to teach his popular course, "The South in American History," next semester. "There's a personal satisfaction in teaching for those of us who started our careers that way," he says.

*Princeton Athletics News,  
October 27, 1973*

## Historian to Provost

.... Since Hackney is trained as an historian (and not an economist), it is likely that the nature of the provost's responsibilities will shift away from the financial area. Yet as



president, Bowen will not have time to give the same single-minded attention to the budget that he did as provost. It has been reported that Bowen is considering solving the problem by appointing a third "naysayer" to complement the provost and the financial vice-president.

Contrary to widespread opinion, Sheldon Hackney was not appointed Princeton's provost because he is one of Bill Bowen's favorite tennis partners. Hackney is an imaginative historian whose use of computer analysis (PAW, Oct. 6, 1970) in his prize-winning study, *Populism to Progressivism in Alabama* (Princeton University Press, 1969), attracted considerable interest. Hackney was born in Alabama and has made the history of the South his field; he is the author of an article on historical and contemporary violence in the South which appeared in a recent issue of the *American Historical Review*.

Hackney is best-known on campus for his role in developing the university's first black studies program. In 1969 he chaired the special committee appointed by President Goheen to design an Afro-American Studies Program and served as the program's acting director until the naming of a permanent director in 1970.

The 38-year-old scholar was also a member of the Special Committee on the Structure of the University (the "Kelley

committee") and has been elected a member of the Council of the Princeton University Community, the university-wide governing body which grew out of the Kelley committee's recommendations.

*Princeton Alumni Weekly,  
February 8, 1972*

## Man of the Week

Francis Sheldon Hackney, a leading chronicler of the history of the American South and of his nation since the War Between the States, who is doing a superb job as director of the Princeton Cooperative School Program, a pioneering venture designed to increase the number of disadvantaged students admitted to college. From the high schools of Newark, Trenton, Hightstown and Burlington, 42 soon-to-be high school juniors, 90 per cent of whom are black, have assembled on the Princeton University campus to participate in an undertaking concerned with developing unrealized academic potential among secondary school student....

President of the Mercer County Chapter of the American Civil Liberties Union, Hackney, who divided five years of duty as a U.S. naval officer between destroyers and teaching weapons at the U.S. Naval Academy, has been deeply concerned with reform and protest movements in the 20th Century. An authority on the politics of the Populist and Progressive eras (1880-1916) and author of "Populism and Progressivism in Alabama, 1890-1910," he also qualifies as an astute student-watcher—a trained historian, a product of Vanderbilt and Yale Universities, as interested in observing college activism as he is in opening new windows for promising 10th graders.

Some months ago, in speaking before a staid audience on "Today's Undergraduates," Hackney noted: "The problem has always been, and is today, that we take our heretics much too seriously as revolutionaries without ever listening closely to what they are saying, and we have much to learn from them. I recommend an attitude not simply of tolerance, but of unprejudiced interest. As almost all close observers agree, the student activists are among the brightest and most creative among student body. Their becoming activists stems from the fact that they are among the first to realize that today's skills and values may not be suitable tomorrow."

*(Continued on page 7)*





Sheldon Hackney "blows through on a mean pass rush" in a touch football game at Princeton. His wife, Lucy, took her J.D. at Tulane Law School in 1979.

For understanding that education is not a contest between teacher and student, but is essentially "a joint voyage of discovery"; for insisting that "getting the student involved in his own education should be the great aim of teachers"; for suggesting that "teeny boppers may dress and talk like flower children" but that "they still do their homework at night"; he is our nominee as **PRINCETON'S MAN OF THE WEEK**.

*Town Topics, a local Princeton newspaper, July 25, 1968*

## Different as Painful

Combining high praise with sober analysis, departing Provost F. Sheldon Hackney reflected on his past 10 years at Princeton....

Recalling the time when "to be different at Princeton was very painful and obvious," he applauded the transition.

"Student life is much better integrated," he said. "Life on campus has become much more normal."

Nonetheless, he said that students are now groping for a sense of "community" that had

been manifested in the student activism of the latter half of the sixties....

Turning to a discussion of university governance, Hackney said a balance had to be struck between "benevolent paternalism" by the university and outright "confrontation."

"Something in between must be brought about" he said so that the university might become a "model of humane institutional life."

"Universities are not business corporations," he insisted. "The labor-management model is not appropriate."

At the same time, Hackney stressed the importance of committees and the University Council which he said "serves a useful function."

"What we need is not less politics but better politics," he said.

Looking to the future Hackney predicted increased student awareness and university involvement in international problems in part induced by "financial pressures on higher education."

*The Princetonian, May 7, 1975*

## To Tulane

.... Dr. Sheldon Hackney was formally named to the presidency this spring by the Tulane board of administrators, a traditional and business-oriented group drawn largely from wealthy old New Orleans families.

But he was actually selected by the school's increasingly influential faculty as a result of a drastically changed method of selecting presidents for the university....

The constant grumbling in recent years over the quality of administration was one reason for the change in method of selecting a president. In the past, selection was left primarily to the board. This time, all applicants were screened by two committees dominated by the faculty, five names approved by the committees were sent to the board.

If the board had rejected them all, it would have risked an explosive confrontation with the faculty.

*The New York Times, July 9, 1975*

## Self-deprecating Wit

Faced with a battery of reporters, the president of Tulane University seems to believe the best course for a modern university leader is to say nothing that could get him in trouble later.

Dr. F. Sheldon Hackney, who will be sworn in as Tulane's 12th president July 1, displayed a lot of self-deprecating wit during his first press conference here yesterday, but said very little of substance—and even less of potential controversy—about where he wants to take the university.

...

*(Continued on page 8)*

(Continued from page 7)

In fairness, Hackney, who is professor of history and provost of Princeton University, has visited Tulane only a couple of times and has very little first-hand knowledge about its operations yet....

The new president said he likes sports, both as a participant and as a spectator, but that in a financial crunch in which choices between various programs must be made, "athletics are not as important as other things," adding with a smile, "the history of the South, for example."

Several times Hackney followed up his answers with comments like, "Is that sufficiently ambiguous and vague?" and "I don't see how any reasonable person can disagree with that."

But he did say his decision to come to Tulane and get into the business of university administration is "irreversible." Even so, he said, he would like to continue teaching some courses at Tulane, partly to have a chance to meet students first-hand.

And, he commented, "I still feel like an academician. That's how I think of myself, and as an administrator second."

*New Orleans States-Item  
January 24, 1975*

## Profile of Tulane

A new emphasis on academics has joined with a recently-balanced budget to make Tulane University "extraordinarily well-positioned to prosper in the lean and spare environment of the '80s."

So says Tulane president Dr. Sheldon

Hackney, describing the juxtaposition of pace-setting curricular reforms, innovative programs and extraordinarily successful fiscal measures that have characterized 1980 at the major private research university in the Sun Belt.

Leading the way on the academic side is the introduction of a core curriculum that emphasizes science, culture, aesthetics and values, and proficiency requirements in mathematics, English, and a foreign language.

The university also achieved a dramatic increase in regular undergraduate applications for the fall of 1980. Applications were up 11 percent in the College of Arts and Sciences, which enrolls undergraduate men; 16 percent in Newcomb College, which enrolls undergraduate women; and 25 percent in the School of Architecture.

Tulane's new emphasis on academics is underwritten by the first balanced budget at the university in 25 years.

"We are now in a much better position to accomplish our mission of quality research and teaching, for the academic strength of a university is closely related to its financial health," said Hackney.

The financial results of operations in the year ending June 30, 1980, show a surplus of approximately \$500,000 from revenues of almost \$107.4 million and expenditures of about \$106.9 million.

Among the factors contributing to a balanced budget are an endowment stock and bond portfolio whose 1979 returns ranked in

the top one percent of all non-profit institution portfolios, a record-breaking \$12.2 million level of total giving, the increasing financial success of Tulane Medical Center's new hospital and clinic, and an outstanding performance in intercollegiate athletics.

The university's emphasis on effective cost control has also played a major role, according to Tulane's executive vice-president Dr. Eamon Kelly. He cites as particularly important in current and future cost containment efforts the introduction of a computer-controlled energy management program, the decision to install a new telephone system, and the establishment of a new financial accounting system to facilitate better budgetary control.

"In time of demographic decline combined with a higher level of structural inflation, the fact that we've achieved a balanced budget this year and will achieve one next year demonstrates our capacity to survive and grow stronger even in a period of national difficulties," said Kelly.

Tulane has almost 10,000 students, more than 1600 faculty members, and 11 schools and colleges, including the College of Arts and Sciences and Newcomb College; professional schools in architecture, engineering, business law, social work, medicine, and public health and tropical medicine; the graduate school; and the University College, which offers educational programs for the general public.

*NOTE: The excerpts above represent less than half the material received. Full versions have been forwarded to the Office of the Secretary, where they are available for examination.—Ed.*

## Hackney in Print

HACKNEY, SHELDON. Populism to Progressivism in Alabama. 30 p \$100 Princeton Univ. Press

320.9 Alabama—Politics and government LC 68-56311

In this study the author "traces the development of (Populism and Progressivism) ... against a background of planter versus farmer, rural versus urban white dominance of the Negro, incipient unionism against management, the epic biennial gubernatorial battles, and the climactic Constitutional Convention of 1901." (Publisher's note) Index.

"To a greater extent than a brief review can summarize, this balanced and measured study offers new perspectives on a period that was a major watershed for Southern history perhaps even more than for national history. It is a challenging work of interpretation, firmly grounded in research and carefully developed in a well-ordered and often felicitous prose." G. B. Tindall

**Am Hist R 75:1537 Je '70- 650w**

"The work is exceptionally well written; it deals surely with the personal, social, and

political intricacies involved; and it combines traditional and quantitative techniques with a clarity and imagination that should serve as a spur and model for many future studies. The author also effectively relates his study both to the national scene and to the historiography of his subject, while remaining ever conscious of the limitations of his own study." O. H. Olsen

**Ann Am Acad 388:156 Mr '70 700w**

"A native of Alabama, Hackney (Princeton) has carefully researched the period from 1880-1910 to determine precisely who the Populists and Progressives of Alabama were. He contends that there was little continuity in aims, ideology, or personnel between the two groups contrary to previous conceptions of Populism and Progressivism in the South... But because the book opens up new lines of inquiry about the South, it should be of interest beyond the limits of those interested merely in the history of Alabama. Belongs in all graduate school libraries, and in the libraries of undergraduate institutions where instructors want to analyze Populism and Progressivism in depth."

**Choice 6:1101 O '69 150w**

"Unlike some of the more recent defenders of Populism, Hackney believes that the movement in Alabama was essentially a power struggle against the political elite and suffered from questionable leadership... One of the most enlightening portions of the study deals with the abortive attempt by Joseph Forney Johnston in the late 1890's to forge a progressive coalition of reform-minded moderate Democrats and former Populists. Hackney effectively employs certain social science techniques in identifying political groupings and reactions. The evidence of this research in manuscripts, newspaper, and documentary materials is impressive, and his careful analysis of significant votes is clearly set forth in the appendixes. Although some of the book's broad generalizations will undoubtedly be questioned, Alabama and southern politics in the early twentieth century." A. J. Going

**J Am Hist 56:928 Mr '70 500w**

**Va QR 46:cvi summer '70 150w**

—Book Review Digest,

Vol. 66, 1970-71.



# ON CAMPUS

## September 23—October 4

### Exhibits

**Now through September 28** Works by students in the Graduate School of Fine Arts. At the ICA Gallery in the Fine Arts Building, 34th and Walnut Streets.

**Now through October 3** *Installation*, works by artist Chris Martens. At 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, 36th and Walnut Streets.

**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.

**October 4-November 9** *Drawings: The Pluralist Decade* at the Institute of Contemporary Art. The show includes work by the same artists featured in the U.S. exhibit for the Venice Biennale. Opening is set for Friday October 3, 5-7 p.m.

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

**October 1** Robert Flaherty's *Nanook of the North*, and Jean Vigo's *A Propos de Nice*.

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 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. at 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 at 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 at 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.

**September 30** *East of Eden*, 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.

#### International Cinema, Series 8

**September 24** Eleven of the best new animated films (*Viewmaster*; *Special Delivery*; *Mother Goose*; *Jabberwocky*; *Mindscape*; *In Plain Sight*; *Hard and Body Transformations*; *Stampede*; *Soul City*; *Fun on Mars*; *Lineage*). 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.

**October 1** Four documentaries on Latin America (*Listen Caracas*, *Vision of Juazeiro*, *Las Turas*, *Iawo*), 7:30 p.m.

**October 2** *How Yukong Moved the Mountains*, Program 1: *A Woman, A Family*: 7:30 p.m. *Sao Bernardo* and *Man of Leather*, 9:30 p.m.

**October 3** *How Yukong Moved the Mountains*, 4 p.m.; *Sao Bernardo*, and *Man of Leather*, 7:30 and 9:30 p.m.

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

### Meetings

**September 24** University Council meets at 4 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 at 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. Information: 222-8556.

**Jewish** Conservative, Orthodox and Reform services are held at Hillel, 202 S. 36th St., at 6:15 p.m. Fridays. Shabbat morning services (Conservative and Orthodox)

are held at Hillel each Saturday at 9:30 a.m.

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

**Roman Catholic** Midnight mass Saturdays; masses at 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 30** A "dim sum" party to benefit the Women's Committee of the University Museum. Sponsored by Bloomingdale's in conjunction with their celebration of Chinese arts and culture. Remarks by University Museum Director Martin Biddle. At Bloomingdale's, Jenkintown, 6:30-9 p.m. Ticket information: Ext. 4023.

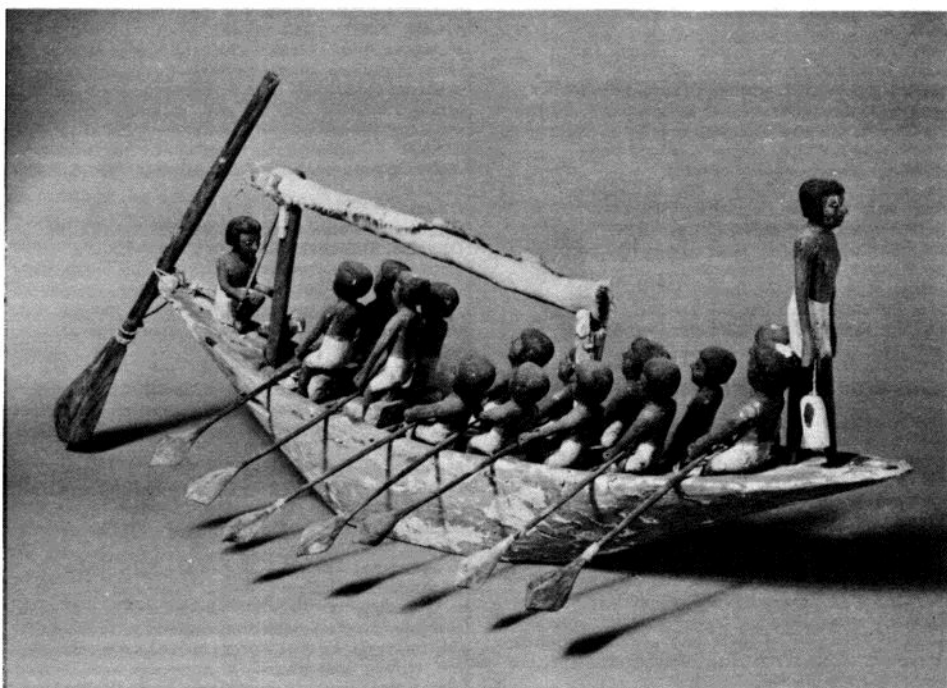
**October 1** Orientation program for foreign women, 9:30 a.m.-1 p.m. at International House, 3701 Chestnut St. Information: 387-5125, Ext. 225.

**October 4** Program on new developments in genetic research, *The Source and Direction of Human Development: New Rules*, 10 a.m. at the University Museum. Admission is free but pre-registration is required. Call CGS at Ext. 7326.

**Thursdays** PUC sponsors Entertainment at 11 a.m., a weekly series of live performances in the Houston Hall Gallery.

**Foreign Tours** You can cruise the Nile, trek through India or scout the American southwest with professors and curators from the University Museum. The 1980-81 season offers these tours: *Egypt: Splendor of the Pharaohs*, February 4-21; *Exotic India*, February 20-March 7; *Mexican Art and Archaeology*, March 13-23; *Southern Spain, Traditions and History*, May 5-23; *Scouting the American Southwest*, June 14-24; *Cote d'Azur and La Belle Provence*, September 19-October 4, 1981. Information: Ext. 4023 or write Museum Tours, University Museum, 33rd and Spruce Streets.

**NEH Youthgrants** The Youthgrants program of the National Endowment for the Humanities offers more than 10 cash awards to young people to pursue non-credit, out-of-the-classroom projects in the humanities. The grants offer up to \$2,500 for individuals and up to



Funerary beliefs and customs in ancient Egyptian history included placing representations of scenes and objects from daily life in the burial chamber with other gifts. Boat models were frequently used since boats were both a means of travel and used to make pilgrimages.

\$10,000 for groups and are intended for those between the ages of 15 and 25 who have a way to go before completing academic or professional training. Deadline is November 15. Information: Youthgrants Guidelines, Mailstop 103-C, National Endowment for the Humanities, Washington, D.C. 20506.

**Tennis lessons** Classes begin each month for beginners, advanced beginners, intermediate and advanced players. Eight one-hour sessions for one month at Levy Tennis Pavilion. Information: Ext. 4741.

**University Museum Tours** Wednesday September 24, *Rites of Passage*; Sunday September 28, *Archaeology*; Wednesday October 1, *Ancient Egypt*. All tours begin at 1 p.m. at the Main Entrance of the Museum and last approximately 45 minutes.

## Sports (home schedules)

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

**Cross Country** 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 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.

Dr. Carl Eisdorfer, senior scholar in residence for the Institute of Medicine, National Academy of Sciences, on *Aging: Biological, Psychological and Social Issues*, at 2 p.m., Medical Alumni Hall Auditorium, HUP.

Prof. Morton M. Denn, University of Delaware, *Reflections on Model Validation*, sponsored by the chemical engineering department. At 3:30 p.m., Towne Building 337. Coffee at 3 p.m.

Melanie Kaye, Goddard College, on *Women's Studies, Feminism, Action and Risk*, at 4:30 p.m., Benjamin Franklin Room, Houston Hall.

**September 30** Symposium on equine parasites spon-

sored by the School of Veterinary Medicine. Fee for the seminar is \$20. Reservations: call 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.

**October 1** Seminar on animal bites, rabies exposure and prophylaxis sponsored by the School of Veterinary Medicine. Fee is \$20. Reservations: call the Office of Continuing Education at Ext. 4234.

**October 2** Dr. J. Lamar Callaway, professor of dermatology at the Duke University School of Medicine presents the Fifth H. M. Smith Lecture in Cutaneous on *Clinical Dermatology—Southern Style*, Auditorium of Children's Hospital at 10 a.m. Reception follows the lecture.

Wilhelm Halblaus on *Identity Problems in Religious Sects*, 11 a.m., in the University Museum, Classroom 2.

**October 4** *The Source and Direction of Human Development: New Rules*, part of the Saturday at the University series. Donald S. Coffrey, professor of pharmacology and experimental therapeutics at the Johns Hopkins University School of Medicine and Professor Robert Kohler of the University discuss the implications of genetic research that enables us to alter the substance of life. University Museum at 10 a.m. Information: call the College of General Studies at Ext. 6479.

## 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.

**Psychiatry Colloquium Series** First Tuesday of the month, October through May, 11:30 a.m.-1 p.m. at Medical Alumni Hall, 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 18 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;

**Leidy 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 mailroom;

**Law School:** Room 28, basement;

**Dietrich Hall:** first floor, outside E-108.

For further information, call personnel services, 243-7284. The University is an equal opportunity employer.

## Administrative/Professional Staff

**Accountant** (3358) \$11,400-\$15,800.

**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) \$12,375-\$17,425.

**Assistant to Director, Annual Giving** (03163) assists in annual giving program and development of direct program; helps coordinate regional and class agent fund raising programs; researches alumni information; develops special stewardship and class reunion gift programs; coordinates alumni relations (degree, preferably from the University; experience relating to fund raising or law helpful) \$11,400-\$15,800.

**Associate Development Officer I** (3273) \$14,200-\$19,625.

**Associate Director for Administration** (3394) \$16,325-\$22,600.

**Associate Development Officer II** (3039) \$17,725-\$25,000.

**Associate Director** (3397) \$17,725-\$25,000.

**Business Administrator I (2 positions)** (B0641) (B0621) \$11,400-\$15,800.

**Business Administrator** (B0661) develops budgets for research projects, maintains books for various projects, processes requisitions from departments, keeps records, arranges meetings and site visits (degree or equivalent experience; experience with University systems) \$11,400-\$15,800.

**Data Communications Administrator** (2959) \$16,325-\$22,600.

**Director** (03206) \$23,600-\$33,250.

**Director of Publications** (B0560) \$23,600-\$33,250.

**Director, Student Data** (3320) \$20,475-\$28,875.

**Educational Coordinator I** (3410) coordinates the daily operations of a curricular and placement program for Ph.D.s who are seeking non-academic employment (degree; good communications and organizational skills, working knowledge of the University; experience in placement preferable) \$11,400-\$15,800.

**Foreman, Grounds** (3390) \$12,375-\$17,425.

**Junior Research Specialist (10 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) \$16,325-\$22,600.

**Museum Membership Manager** (3403) \$11,400-\$15,800.

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

**Programmer Analyst I** (B0652) writes and maintains a large package of "friendly," well-documented scientific computer programs and performs necessary mathematical analysis for a biomedical research project (strong background in numerical analysis and symbol manipulation; proficiency in FORTRAN required, other languages (assembler, LISP, Pascal) desirable; degree) \$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 (3 positions)** (B0429) (B0597) (B0627) \$12,375-\$17,425.

**Research Specialist II (3 positions)** (3277) (B0633) (B0537) \$14,200-\$19,625.

**Staff Writer I** (3406) \$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 (3 positions)** (3343) (3386) (B0618) \$8,775-\$10,850.

**Administrative Assistant I** (3215) assists personnel officer in the administration, management and organizational responsibilities for New Bolton Center (familiarity with University procedures helpful; excellent communication and personal skills; ability to maintain confidentiality of all data; ability to work under pressure) \$8,775-\$10,850.

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

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

**Bookstore Clerk I** (3320) \$6,325-\$7,625.

**Cashier, University** (3396) \$7,700-\$9,425.

**Clerk I** (B0658) picks up and delivers forms from hospital to other campus locations; collects, sorts and distribute incoming mail; posts outgoing mail (must be responsible and punctual; ability to organize assigned tasks, high school graduate) \$6,325-\$7,625.

**Clerk II (2 positions)** (03203) (3379) \$7,200-\$8,750.

**Clerk III** (3416) responsible for the overall functioning of the mailroom the distribution of mail, reservations for the van, and miscellaneous office tasks as assigned (high school graduate, efficiency and courteous) \$7,700-\$9,425.

**Coordinating Assistant I (2 positions)** (3411) coordi-



# OPPORTUNITIES

nates and implements programs from inception to final financial and report writing; coordinates all aspects of assigned programs; arranges campus and/or hotel accommodations; duplicates seminar materials; answers mail and telephone inquiries (two years' college level education desired or comparable office and administrative experience, secretarial and financial experience preferred; must be able to work some evenings, weekends and travel when necessary); (3421) assistant to undergraduate and graduate chairman; types, files, prepares brochures and catalog copy, assists in supervision of their work (excellent typing and administrative skills; highly motivated, able to handle pressure, ability to set priorities and to follow through on projects) \$9,400-\$11,675.

**Coordinating Assistant II** (03197) \$10,700-\$13,450.  
**Coordinator Assistant II** (3215) handles all personnel matters of grant funded employees both medical and non-medical, coordinating with the department administrators; prepares budgets; purchases equipment and supplies, monitors expenditures; prepares the administrative sections of grants and contracts; assists in the preparation of progress reports and publications (degree, business school or four years' responsible experience; knowledge of standard business and administrative practices; experience with research grants and contracts highly desirable \$10,700-\$13,450).

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

**Data Control Clerk** (B0509) \$8,775-\$10,850.

**Duplicating Machine Operator I** (B0654) operates various types of duplicating equipment; assists with the sale of text materials and related cash handling, inventory control and stock operations (high school graduate; six months to one year's experience; some mechanical aptitude and manual dexterity; mandatory over-time requirement) \$6,325-\$7,625.

**Duplicating Machine Operator II** (3413) operates duplicating equipment (ability to work under pressure with a minimum of supervision; ability to deal with faculty, staff and students; knowledge of duplicating machine essential) \$8,250-\$10,150.

**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) \$7,000-\$9,200.

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

**Junior Accountant** (3407) prepares date, schedules and conducts exit interviews for graduating students; coordinates data into accounting records (high school graduate, some college education preferred, particularly in accounting; ability to learn laws and regulations pertaining to loan funds) \$8,775-\$10,850.

**MCST Operator** (2 positions) (3419) (3418) transcribes daily correspondence from cassettes; extensive manuscript and stored-letter typing; uses related printing equipment; maintains productivity records, supplies for center machines; general office duties as required (excellent typing, spelling, grammatical skills essential; one-three years' experience with word processing environment; technician with be using magnetic card unit) \$8,250-\$10,150.

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

**Operator II, Office Automation** (B0651) enters text on a computer based system using a remote terminal; retrieve and proofread draft copy before submitting to editor; mandatory overtime requirement (highly developed typing skills mandatory; ability to work with mathematical symbols and Greek characters; extensive in-house training provided in office automation systems) \$8,250-\$10,150.

**Photographer I** (B0649) \$8,550-\$10,375.

**Radio Station Technical Director** (B0603) \$12,000-\$14,750.

**Receptionist, Medical/Dental** (3233) \$7,700-\$9,425.

**Receptionist** (03126) \$6,725-\$8,175.

**Records Assistant** (3400) \$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** (2 positions) (B0519) (B0624) \$9,600-\$11,700.

**Research Laboratory Technician II** (B0660) performs general lab work; prepares bacterial growth; reagents membrane preparations, protein isolation and purification assays; simple experiment and screening (two years' college, chemistry math; at least one year's laboratory experience) \$9,600-\$11,700.

**Research Laboratory Technician III** (3 positions) (B0555) cell maintenance and freezing of cells; fusion of cells, preparing agarose plates and cells for injection; preparing buffers and biological solutions; (B0656) micro manipulation and microsurgery experiments with *Drosophila melanogaster*, stock maintenance; part of a developmental genetics program; (B0655) tissue culture, immunologic techniques, some work with small (degree; experience helpful) \$10,700-\$13,125.

**Research Laboratory Technician III** (11 positions) \$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) \$9,400-\$11,675.

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

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

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

**Supervisor, Herdsman** (3422) responsible for the care of donor and research cows in the embryo transfer service, repair and maintains physical plant and equipment, animal sickness detection and treatment, technical duties (graduate of four years program in animal or biological science; knowledge of animal maintenance, basic knowledge of farm equipment, ability to supervise others) \$10,025-\$12,850.

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

**X-Ray Technician** (3336) \$12,000-\$14,750.

## Part-Time Positions

### Administrative Professional

**Assistant Men's Crew Coach** (3367) performs duties as assigned by head rowing coach; teaches, recruits and encourages new oarsmen (previous coaching experience; ability to relate to student athletes; some knowledge of admissions, financial aid procedures; desire to teach the sport to novices) Hourly wages.

**Staff Physician** (3 positions) (B0526) (B0527) (B0525) provides private care of dermatological outpatients; two

positions are permanent, one is temporary (board eligible or certified).

**Programmer Analyst** (B0581) responsible for computer data analysis of clinical research data including supervision of data coding and keypunching, running computer analysis and employing statistical analysis; permanent position (knowledge of FORTRAN and a variety of other program packages; experience in performing computer analyses; willingness to learn and implement new statistical packages; ability to work independently).

## Support Staff

**Administrative Assistant** (B0610) responsible for weekly time report forms; handles bookkeeping aspects of the department fund raising and monthly financial reports; types administrative correspondence; does general office work (high school graduates, excellent command of English grammar) Hourly wages.

**Clerk, Limited Service** (3269) weighs, dispenses and collects gold used by students; maintains clinic assignment book; assigns charts to instructors; maintains student records and completed prosthetic cases; sends recall cards and makes appointments; performs other duties as assigned (high school graduate) Hourly wages.

**Desk Clerk** (3369) answers phones; books reservations; sells time and tennis related products; directs work-study students; permanent position, Hourly wages.

**Extra Person** (B0601) responsible for data management and analysis (ability to manipulate large data sets; familiarity with SPSS SAS programming; some experience with FORTRAN; knowledge of statistical methods including hypothesis testing, multiple regression and discriminant analysis; methods desirable) Hourly wages.

**Part-Time Person** (B0559) builds and modifies mechanical equipment (experience with mechanical equipment (experience with mechanical equipment) Hourly wages.

**Residence Hall Clerk** (2 positions) (3404) answers phones; directs students and visitors; assists in enforcement of building security procedures; handles mail; maintains current list of occupants; issues keys and other items (mature, responsible high school graduate; previous experience in dealing with public helpful; ability to deal with people pleasantly but firmly) Hourly wages.

**Secretary** (3 position) (B0570) provides secretary receptionist services for growing interdisciplinary program (good typing skills; speaking and writing knowledge of Italian desirable; (B0574) types letters, manuscripts, reports and schedules; makes appointments for clients; keeps records; uses all office equipment; orders supplies (high school graduate; ability to type and use office equipment; knowledge of English grammar); (B0659) types and processes manuscripts and professional correspondence, edits and proofs galleys and manuscripts (college education, good typing, aptitude for library work) Hourly wages.

**Secretary II** (3384) operates electric typewriter, mimeograph machine, collator and stapler, cheshire label machine and memory typewriter; temporary position (high school graduate; ability to type 45 to 50 wpm; two years' experience; good command of English grammar; good telephone manner; knowledge of the University) Hourly wages.

**Typist** (2936) types manuscripts, letter and class materials; acts as office floater as required; answers phones; greets visitors; may be trained on word processing equipment as back up operator (excellent typing ability; knowledge of business procedures and forms; ability to interact with people; flexibility) Hourly wages.

Page 9: Museum hours are 1-5 p.m.

Sunday.

In the September 9 issue, George Koval's new title (page 11) is incorrect. The correct one is executive director for student financial and administrative services. He has financial planning responsibility in University life for services directly under, and in liaison to, the vice provost's area.

## Insert Errors

The Personnel Newsletter was produced and paid for by the Personnel Relations Office, and is not under the editorial control of *Almanac*.

As a service to readers, however, note that the telephone numbers for Weight Watchers and the CPR unit in the Personnel Newsletter are tie-line numbers; for calls from outside replace the prefix 227 with 662.

## Corrections

To read the scrambled portions of Dr. Sheldon Hackney's biography on page 2 of the September 16 issue, transfer the last four lines of column three to the bottom of column one, as shown at left. On the first-page portion of that story, it was the chancellorship—not presidency—of Berkeley that the Provost turned down.

On page 3: In the story on the new Task Force, the title of Dr. Leonard Miller's chair is John Rhea Barton; and missing from the list of student members is a line "one to be named." Below that, the Office of Civil Rights review that the graduate and professional schools passed was not only on recruitment, but "recruitment, enrollment and admissions policies and practices."

Page 5: "T'ai Chu" is a typo for "T'ai Chi."





# Racism: The White Disadvantage

By John D. Morrison

More than ten years have passed since the end of the sixties, the decade of concern about achievement of equity and justice for all citizens, particularly blacks. We have moved from a feeling that we as society had unlimited resources to undertake any social need to a feeling that we are lucky to preserve those programs and gains already established.

The Black Centenary gives an opportunity to reflect and take stock of where we are as individuals in the university and society. We can review both the last century and the past decade.

While it took a hundred years as a university for Penn to graduate its first black, there is now a steady stream of graduates. There has been progress, to be sure, but the proportion of black graduates is still not equal to the proportion of blacks in the general population. Nor is the faculty or administration representative of the society as a whole. We have only to go a dozen blocks west of campus to realize that there are vast social needs still to be addressed. Perhaps we should not see the Centenary as a celebration but instead as a time to renew our commitment to achieving justice in our society.

Nor should we see the ultimate elimination of racism as being good only for blacks. As part of my school's concern with racism, I have been exploring how *whites* are affected by white racial assumptions. I have concluded that we as whites are victims as well as perpetrators of racism. If past appeals to justice may not have the same motivating power they once had, perhaps whites could see it as being in their own self-interest to eliminate racism in our society.

To begin, let me use a broad definition of racism, that of Anthony Downs of the Brookings Institution: "...racism may be viewed as any attitude, action or institutional structure that subordinates a person or a group because of his or her color." This definition encompasses not only individual prejudice or discrimination, which is easy to oppose, but also aversive forms of behavior (where whites avoid contact with blacks) and institutional racism in a variety of forms that subordinate blacks by emphasizing the maintenance of the status quo.

It might help to illustrate some of the ways whites are affected economically and socially by their own racism or by fundamental attitudes toward color that shape institutions beyond the individual's direct control.

Not unfamiliar is the white family that sells its home when a black family moves to the block. In making the move, the family may have to pay more for housing, and the new location may not be as satisfying from a standpoint of convenience, proximity to friends, shopping or familiar social institutions. This is one "price" of racism. But white families who stay or return—and Philadelphia has outstanding examples of stabilization efforts—may perceive another: that the entire mixed neighborhood is treated as black—and as a "lesser" consumer group. Contrast a chain outlet in West Philadelphia with one in nearby Wynnewood, or one in Germantown with one in Chestnut Hill. Discounting differences in the availability of space that account for some physical inconveniences (narrower aisles, shortage of parking), a fundamen-

tal question is whether or not institutionalized racism—in the form of corporate assumptions about race, taste and consumer preference—downgrades service for all in a mixed neighborhood. Is it accurate to assume that less cleanliness, less freshness of goods, and longer lines are the choice of the inner city resident of any color? Studying neighborhood change in my native Brooklyn, I noted that black consumers as well as white shifted their shopping to more desirable if more distant outlets when goods or services were downgraded as merchants misperceived the level of expectations.

Deterioration of public services after the post-war flight to the suburbs came home to suburbanites as well as inner city residents when the energy crisis prompted an attempt to return to public transportation. And this is true of other services where "public" is mistranslated as "poor" and by erroneous extension to "black."

The list could go on: When blacks as a group earn less than whites, a source of potential purchasing power is lost to the economy as a whole and with it jobs for whites as well as blacks. When race is injected into the political process it means that energy is drained from discussing other issues and weighing candidates on their merits.

Certainly many of our costliest social problems result from a lack of a sense "community" in our society. This lack of unity has a strong element of racism in it and whites as well as blacks suffer.

We waste a good deal of psychic energy in trying to reconcile conflicts between "freedom and justice for all" with the present state of affairs.

These issues are of direct concern to the School of Social Work, as when programs of public assistance are underfunded and kept less effective because they are perceived as being programs for blacks (while nationally, a majority of recipients are white). But it is of concern to the total university, where students are preparing for many professions, that the hidden effects of racism be examined at every turn. In a number of schools and programs this is being done—but most often under a special label rather than as an inherent part of professional perception.

I am concerned that we live with some conceptions dating back a hundred years, and could do so for another hundred years if we do not question them comprehensively now.

As we look forward to the Year of the Black Centenary, then, perhaps we can become more sensitive to issues of equity from the viewpoint of mutual benefit, mutual need.

Let us hope that our successors at Penn can truly *celebrate* the Bicentenary of Black Presence when it comes.

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*Dr. Morrison is an assistant professor of social work whose dissertation at CUNY-Hunter was on racial stabilization (a developmental approach) in multiple dwellings in New York. His current work is funded by a University research grant.*

*This is the third in the experimental PERSPECTIVES series, based on faculty analysis and opinion which the University News Bureau transmits to U.S. newspapers. Those interested in writing for PERSPECTIVES may reach News Bureau Director Ed McFall at Ext. 8721.*