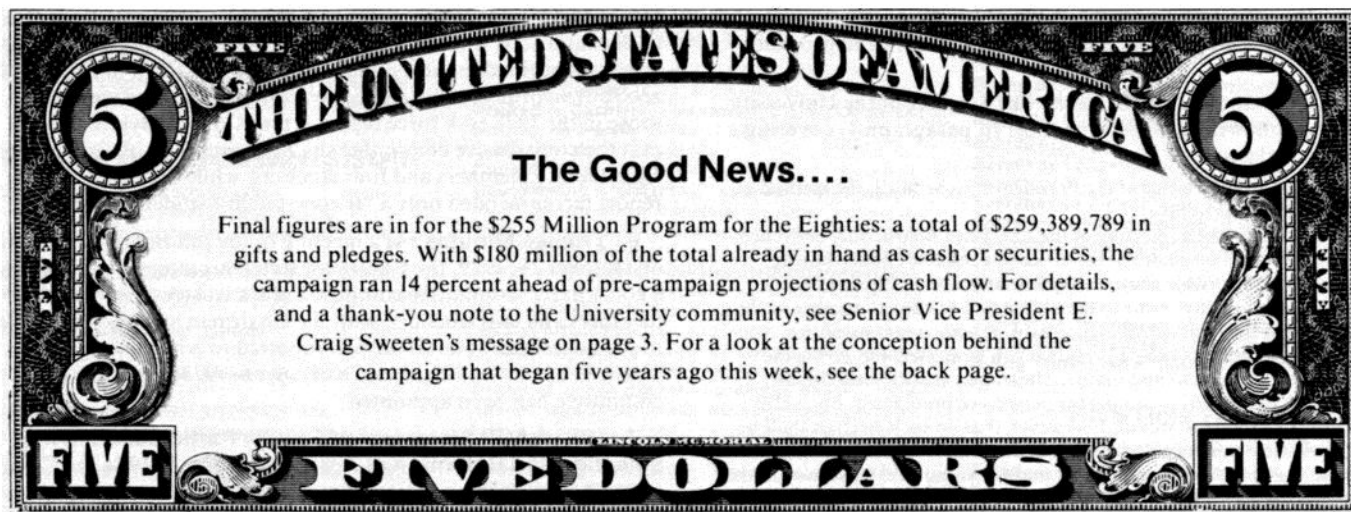


Almanac

Tuesday, September 30, 1980

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...And the News from Harrisburg: A setback to freeing the abated \$33 million for higher education—and with it \$2 million earmarked for Penn—came with last week's District Court ruling in favor of tavern owners, who sued the Liquor Control Board for a price rollback. While the LCB will appeal, time is short for action by the General Assembly, which starts pre-election recess by the end of the week. Without revenue assured, it seems unlikely that state-aided and state-related universities can expect action until the Assembly reconvenes in November.

SENATE

To Members of the Faculty Senate:

Having received in writing a request signed by more than 130 members of the Senate, I hereby call a special meeting of the Senate to be held from 3:00 to 5:30 p.m. on Tuesday, October 14, 1980, in 200 College Hall. The written request for a special meeting, dated and received by me on September 23, 1980, reads as follows.

The undersigned Faculty of the University of Pennsylvania hereby request that a Special Meeting of the Senate be called within three weeks for the purpose of discussing a range of concerns arising from the recent nomination of F. Sheldon Hackney as President of the University and the resignation of Provost Vartan Gregorian.

We request the following agenda:

1. Statement from Paul Bender, Chair of the Faculty Senate and member of the Presidential Search Committee, concerning the process and procedure followed by the Presidential Search Committee, and Faculty participation therein.
2. Statement by Paul Miller, Chairman of the Board of Trustees, concerning the appropriate delegation of responsibility between the Faculty and the Board of Trustees in such matters as presidential selection.
3. Discussion.

Under the Senate Rules, the agenda for the meeting will include the matters indicated in the written request. Paul Miller, Chairman of the Trustees, will attend the meeting in connection with item 2. Under Section 10(d) of the Rules, a resolution germane to any subject set forth in the agenda may be passed by a majority vote of members present and voting (a) if a quorum (100 Senate members) is present when the resolution is adopted, or (b) if the resolution is distributed in advance of the meeting and a quorum is present to start the meeting.

—Paul Bender, Chair, The Faculty Senate

Hackney on Campus

The president-designate, Dr. Sheldon Hackney, will visit the University Thursday and Friday for what President Martin Meyerson called "our first opportunity for substantive talks" about future needs of the University. Among their topics will be the nature of the acting provostship. "I have agreed with the Consultative Committee (past, present and future Senate Chairs Walter Wales, Paul Bender and Phoebe Leboy) that no selection will be made without consultation," Mr. Meyerson said.

During a day-and-a-half-visit, Dr. Hackney is expected to meet with the council of deans, some faculty and student leaders, and a few administrators.

Council: News to Come

Council's September 24 meeting had discussion without action on all agenda items, taking only straw votes on a proposal for a student-only Judiciary. Details on this and other Council items next week.

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University Rules and Recommendations Regarding Presidential Selection Procedures

With the assistance of the Secretary of the University, the Office of the Faculty Senate has made a collection of University documents bearing upon the presidential selection process. Set forth below are references to and excerpts from the most important of these. This material may be useful in connection with current discussions regarding presidential search procedures and proposal for change.

1. Statutes of the Corporation The Statutes of the University contain the following provision (Article II, paragraph 4) covering presidential selection:

If a vacancy in the office of the President is to be filled, the method of election shall be as follows:

At a stated or special meeting of the Executive Board, duly convened, nominations shall be made for the office of President, notice having been given in the call for the meeting that such nominations will be in order. At least ten days prior to the next stated or special meeting of the Trustees, The Secretary shall mail to each Trustee a written notice stating that at such meeting a President will be elected and giving the names of the persons so nominated. Thereupon at such meeting the Trustees shall elect, from among the persons so nominated, one to fill the office of President provided, however, that no such election shall be valid unless the nominee shall receive the affirmative votes of Trustees actually present at such meeting to a number equal to at least two-thirds of the number of Trustees then in office.

2. 1969 Task Force on University Governance The 1969 governance task forces, which reported in 1970, recommended that the Trustees further codify the procedure for the selection of a president. The recommended procedure was the one subsequently specified in the University Council Bylaws, immediately below.

3. University Council Bylaws After the 1969 governance task force report, the University Council adopted the task force's recommendations regarding presidential selection procedures and incorporated these as part of Council Bylaws on consultative committees (Article VII, paragraph 3):

Election of the President It is recommended that the Trustees codify the procedure for the selection and election of a new President as follows: When it becomes necessary to select a new President, the Executive Board of the Trustees shall constitute a joint Trustee-faculty-student committee to nominate a slate of candidates to the Trustees. The Committee shall consist of six Trustees, eight faculty members and four students who shall be two undergraduates, one graduate student and one from a professional school. The Trustee members shall be appointed by the Executive Board of the Trustees and shall include at least one Alumni Trustee. The faculty members shall be appointed by the Advisory Committee of the Senate. The student members shall be appointed by analogous procedures evolved by the respective student groups. The search committee may rank-order the candidates if the slate presented to the Trustees contains more than three names.

4. 1978 Task Force on University Governance The 1978 task force which reported in 1979, noted that the Trustees had deferred action on the recommendations in the 1969 task force report. The 1978 task force said that "there appears to be no reason to delay codifying the procedure. There is probably a great deal of advantage in codifying procedures at a time when they are not urgently needed." The 1978 task force recommended:

...that the Trustees codify the procedure for the selection and election of a new President: When it becomes necessary to select a new President, the Executive Board of the Trustees shall constitute a joint Trustee-faculty-student committee to nominate a slate of candidates to the Trustees. The faculty members shall be appointed by the Advisory Committee of the Senate. The student members shall be appointed by analogous procedures evolved by the respective student groups.

5. University Council Action on 1978 Task Force Report

On October 10, 1979, University Council unanimously adopted a resolution endorsing the 1978 governance task force report. This resolution recommended that the administration implement the recommendations in the report with a few specific variations. One of the variations was that the procedures for selecting a president be those specified in the Council Bylaws, as set forth in paragraph 3 above. The principal difference between these procedures and those in the 1978 task force report is that Council Bylaws specify that the consultative committee shall be composed of six trustees, eight faculty members and four students, while the task force report recommended only a "trustee-faculty-student committee."

6. Trustee Minutes At a meeting of the full Board of Trustees on October 26, 1979, the Chairman stated his intention to appoint a consultative committee composed of six trustees, four faculty members and two students, with the Chairman as non-voting chair of the committee. The Chairman reported to a meeting of the Trustees Executive Board on December 6, 1979, that such a committee had been appointed.

7. 1974 AAUP Statement of Faculty Participation in the Selection and Retention of Administrators In 1974 the Council of the American Association of University Professors adopted a statement on faculty participation in the selection of administrators prepared by AAUP's Committee on College and University Government. With regard to presidential selection the statement reads as follows:

...The search may be initiated either by separate committees of the Faculty and board or of faculty, board, students, and other; and separate committees may subsequently be joined. In a joint committee the numbers from each constituency should reflect both the primacy of faculty concern and the range of other groups, including students, that have a legitimate claim to some involvement. Each major group should elect its own members to serve on the committee, and the rules governing the search should be arrived at jointly. A joint committee should determine the size of the majority which will be controlling in making an appointment. When separate committees are used, the board, with whom the legal power of appointment rests, should either select a name from among those submitted by the faculty committee or should agree that no person will be chosen over the objections of the faculty committee.

— Paul Bender, Chair
The Faculty Senate

Almanac

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A Multi-Million Dollar Message to the University Community

Attainment of the \$255 million goal of the Program for the Eighties was announced at the meeting of our Trustees on June 20, 1980. Subsequently, additional commitments to the Program were received, and I am pleased to inform members of the University that in the final analysis this five-year effort produced \$259,389,789 in new resources for Pennsylvania.

While many of the subscriptions which comprise this total will be paid over the next three to five years, we are gratified by the flow of cash and securities in payment of campaign commitments. We have received nearly \$180 million, or 69 percent, of these commitments—14 percent ahead of our pre-campaign estimate of cash flow.

The success of the Program for the Eighties is clearly an achievement of the entire University family, and my colleagues and I are deeply grateful for the leadership and support provided by so many of you.

It is hardly necessary to say that successful conclusion of the

campaign does not mean that Pennsylvania's needs have been met, or that we can rest on our laurels. Our joint efforts must continue, directed toward sustaining the level of support Pennsylvania will require to consolidate the gains made during the Program for the Eighties.

In the first two months of the current fiscal year we have made encouraging progress, receiving new gifts and subscriptions of approximately \$8.5 million. We hope to increase the total to \$15.4 million by the Trustees' meetings in late October as we move toward a year-end goal of \$46 million. This is an ambitious goal; it is based on our confidence that with your help we can build on our recent success and bring voluntary support of Pennsylvania to new heights in the very near future.

—E. Craig Sweeten
Senior Vice President,
Program for the Eighties

SPEAKING OUT

The letter below was deleted last week, with the author's consent, to make room for a message from the Senate Chair. It is the text of an address to a rally held September 17.

Sharp Judgments

What I have to say has very little to do with Dr. Hackney; I do not know enough about him to exercise any judgment. But I and you do know enough about this scene so as to make some very sharp judgments. My first judgment is that in the decision to reject Provost Gregorian, the Trustees of this University have set out to extend their control over academic life by making the faculty and the students *persona non grata* as regards major decisions affecting the academy. Therefore, their choice for President will need to conform to this control requirement and Provost Gregorian hardly fits this design.

Let us look a little more closely. Firstly, who is the rejected candidate for President? Well he is, in reality, the Chancellor of the University of California and possible President of Stanford University. This really ought to be good enough for the University of Pennsylvania. What is the problem? The problem is that a person of such caliber may well be too advanced in all respects for our Trustees who seem to lack the imagination and spirit, the breadth of intellect necessary to operate at the level of Stanford, California and Harvard and therefore, prefer to reduce this great University to the level of managerial accomplishments, rather than see it continue to progress toward the highest levels of excellence. They fail to understand a cardinal rule of the academy: excellence can go up or go down, but *excellence cannot stand still!* The Trustees' decision is a down decision come what may.

But it is not merely the objective evidence as to Provost Gregorian's superb qualifications for the Presidency that is at issue here. It is the clear-cut fact that the majority of the people who make the University what it is

and who are responsible for its excellence, i.e., the Faculty, support and approve, even more, urge and demand, that Gregorian be President. Furthermore, the other ingredient of excellence, the population served by the University, the students, appear to agree wholeheartedly with this view. Thus, the academic community is irrelevant. This is a business decision and I, personally, am afraid that is exactly what it is, excellence to the contrary notwithstanding. In fact, even the limited role provided by "advise and consent" seems now to have gone into abeyance.

During his short tenure, Vartan Gregorian has set very high standards and contributed outstanding characteristics and qualities to the office of provost, which when transferred to the presidency, can only result in the continued unfolding and growth of our University. These are qualities of humane concern for faculty and student alike, as well as for the conditions of life and work, imbued throughout with a keen pursuit of intellectual achievement and of academic excellence. Under his short stewardship, all the groups in the academic community have felt more relaxed and less involved in a confrontative scene. Work on academic, curricular, structural change has proceeded briskly in this new environment, and the whole academic community has sensed this. What they have sensed in good measure is that in Vartan Gregorian they have an outstanding humanitarian, scholar and leader; that is precisely what is needed by a great university and what our Trustees apparently did not want. They do not seem to want an imaginative, innovative scholar, a leader of the academy. They seem only to want a manager, perhaps because the managers, *a la* 1984, wish now to be the leaders.

Yet Provost Gregorian was also a good administrator, able to organize effectively and make rapid decisions, to initiate new programs and catalyze necessary changes. Perhaps again, the prospect of dealing with an intellectual of such capabilities was frighten-

ing to the managerial instincts; "let the intellectuals think while the managers manage" would now seem to be the slogan of the Executive Board. Can anyone doubt that such a philosophy is an academic downer?

What can we say? It is indeed tragic that this University would reject as its president so excellent a scholar, so fine a human being and so effective a leader as Dr. Gregorian, rejecting at the same time the wishes of the University faculty and students, all in favor of a managerial takeover: accounts over research; balancing books over scholarly adventure, managerial neatness and deadness over innovation and advance. Is this the road to excellence?

—Robert J. Rutman
Professor of Biochemistry

Outsider/Insider

Notwithstanding the deep affection and high regard that so many of us have for Provost Gregorian, I found myself at odds with one aspect of the rally on September 17, 1980, at which both faculty and students participated. The posters that were widely distributed on the campus were titled "Protest, Outsider chosen President." Having arrived at this University some 19 years ago as an outsider, I have enjoyed my "Outsider-ship" on the campus among a generally congenial group of faculty and students who are truly international. Pray, who is the insider?

—M. R. Iyengar
Professor of Biochemistry

Neglected Issues

In the controversy following the University's presidential selection process one of the neglected issues has been the importance of high morale in the making of a great university. At a recent conference of 100 deans and faculty members from institutions throughout the United States, I was approached a number of times by

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(Continued from page 3)

outsiders who expressed admiration for the recent emergence of our faculty, student morale and for the man they felt was largely responsible for it—Provost Vartan Gregorian.

Unfortunately our own trustees view us largely as functionaries whose performance can be taken for granted. They consider the University a "business," or better an "enterprise," that must be well managed, well represented in political circles, and well favored by donors. Of course, they have a point. But people who can carry out such managerial and public relations tasks are in relatively large supply. Leaders who can go beyond these roles to inspire high morale and institutional loyalty are relatively rare.

Our presidential selection committees have failed to make that distinction.

—Sandra T. Barnes
Assistant Professor of Anthropology

Horrendous Error

With 129 of my colleagues I signed the petition requesting a special Faculty Senate meeting to clarify the issues in the selection of a new president.

I was deeply disappointed and more than a little outraged to discover suddenly that Vartan Gregorian was eliminated in the selection process. Most emphatically, I wish to protest the shabby way in which he has been treated. When, as an eminent scholar and beloved administrator, our provost was approached by the University of California-Berkeley to be their next chancellor, the whole university urged him to remain. There was open praise and support for him from the chairman of trustees in the D.P. If the trustees felt a need then to choose outside the University, with so superior a scholar and leader in our midst, the time to say so was in February—before the Berkeley decision was made. To do otherwise was to violate the most fundamental rules of fairness both in the academic and business worlds.

I believe there has been a horrendous error in failing to choose the best candidate, Vartan Gregorian.

—Sol H. Goodgal
Professor of Microbiology

Alarmed by Methods

Many of us at the University feel right now like there has been a death in our family in the announced intention of Vartan Gregorian to resign as provost. We of the campus ministry feel this in a peculiar way, for we have experienced Dr. Gregorian as a passionate, prophetic presence on this campus. He has consistently befriended students and faculty, created strong channels of consultation, communication and problem-solving, and fervently involved himself in all questions of ethical priority. Even among those who have disagreed with him, respect for his integrity and the genuineness of his commitment is absolute. He has been a model of the two basic dimensions of creative leadership—the visionary and the practical, the poetic and spiritual points of view woven into the

concrete grappling with problems of such an enormous institution.

We therefore wonder what image of the president of the University of Pennsylvania exists in the minds of the trustees. Does it include a sense of justice and ethics as being basic to the conduct of University business? We express our sense of dismay over the manner by which the trustees have dealt with Dr. Gregorian, particularly during the time of the search for a new president. Our concern now is not whether Dr. Hackney will be a good president. We assume him to be a fine candidate. Rather, we continue to be alarmed by the methods of the trustees, and we continue therefore to question their intentions.

We have no fear for Dr. Gregorian or ourselves. This separation will be painful, but he has been a channel of tremendous new power for a large community of people. This cannot be taken away from us. It has made its mark for the next step of the journey we all will make. We wish him Godspeed, good health and new joy.

—Rev. Thomas Chittick,
Pastor, University Lutheran Church
of the Incarnation

—Rev. Charles Hagan,
Director, Newman Hall

—Rev. James McDonald,
Pastor, Tabernacle Church,
Presbyterian—U.C.C.

—Rabbi Michael Monson,
Director, Hillel Foundation

—Rev. Ralph Moore,
Director, Christian Association

—Rev. John Scott,
Rector, St. Mary's Church, Episcopal

—Rev. Dean Snyder,
Pastor, Asbury Ministry, United Methodist

From the Bookstore

Re "Hackney in Print" in your last issue, the correct page count is 390 and the correct price is \$19.95 for *Populism to Progressivism in Alabama*. Incidentally, the Bookstore has Dr. Hackney's study on hand for those interested.

—Erica Young
Assistant Director, Trade Books

Response from the editors: Thanks for the catch. The price shown last week was a typo for \$10, the price when the book came out. The other was a pure typo.

On Affirmative Action

The Provost has recently developed a set of "Affirmative Action Guidelines and Procedures for Faculty Appointments and Promotions," which were published in *Almanac* on September 23, 1980. As a member of the Senate Executive Committee, I saw the guidelines several weeks before they were published and was therefore able to communicate some suggestions for changes to the Provost's office. Since the suggested changes have not been incorporated into the guidelines, I should like to present them for consideration by the faculty, in the hope that the administration may yet be induced to adopt them. The two changes which I suggest

are purely procedural and would not compromise the stated objectives of the affirmative action program; they would, however, ameliorate some features of the program which are unacceptable to many faculty members, myself included.

1. Re the racial census of the faculty (Section IV.D)

Objectionable as the notion of a racial census may be to many faculty, I find it doubly objectionable that the University administration proposes to conduct the racial census surreptitiously. Under the proposed plan the racial classification of present faculty members will be made by administrators, and the faculty member will not be asked to classify himself/herself. This was also the case during the previous racial census, despite the fact that the Faculty Senate formally requested that faculty members be given the opportunity to classify themselves. New faculty members will be asked to classify themselves, but the same opportunity is denied to present faculty members. Why? The common response of administrators, pointing out that many faculty members will refuse to cooperate, is entirely inadequate. The same experts who would examine and racially classify the faculty under the proposed plan could, instead, be asked to classify only those faculty members who refuse to classify themselves or who classify themselves in an obviously false manner.

If the faculty were asked to classify themselves racially, they would have to familiarize themselves with the federal government's official definition of racial categories, which is contained in Section V.B of the guidelines. The categories are ill-defined and in some cases are based merely on the power structure of U.S. racial politics (e.g. the explicit exclusion of people of Portuguese origin from the "Hispanic" category). Whatever one thinks about these categories, the classification frequently depends on factual information (Who are your ancestors, and in what "culture" were you reared?) which is available only to the person being classified. Classification by anyone else is not only demeaning but is likely to be erroneous. I urge the administration to ask every faculty member to classify himself or herself.

I can think of only one administrative reason for not asking the faculty to classify themselves: to avoid the widespread indignation which would result if the faculty were asked to fit themselves into the government's racial categories. The University administration is not an arm of the federal government, and it does not owe the government the service of making federal policies palatable to the faculty. The University administration ought not shield the faculty from exposure to the cruder aspects of federal policy; to do so is to treat the faculty as infants and to deprive them of important information.

2. ReSection V.E.1

The guidelines state that if the proposed candidate for a new faculty appointment is neither minority nor female, the dossiers of the two best minority candidates and the two best female candidates shall accompany the equal opportunity compliance form. (I

(Continued on page 5, past insert)

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assume that these dossiers will be reviewed by the school affirmative action officer.) I suggest that if the proposed candidate is either minority or female, the candidate's dossier together with the dossiers of the two best white male candidates should be submitted for examination by an appropriate officer in each school, who must certify that the white male candidates have received fair consideration.

This suggestion is entirely serious. White males are entitled to procedural protection; cynical statements to the effect that the "old boys' network" provides adequate protection simply underline the fact that many people don't know what constitutes fair procedure or

don't care whether white males are treated fairly. The federal government has been applying great pressure to the University to increase the percentage of minorities and women on the faculty, and thus offers the University strong incentives to favor these groups over white males. The affirmative action officer protects the rights of minorities and women and frequently acts as their advocate. The absence of a corresponding protector and advocate for the white males is tantamount to a courtroom proceeding with only one party represented by a lawyer: relying on the "old boys' network" to protect the white male is like relying on the presumed prejudices of the judge and jury to protect the party who has no lawyer.

I wish to emphasize again that neither of

these suggested changes would interfere with the ability of the affirmative action program to ensure fair treatment for all groups.

—Michael Cohen
Professor of Physics

External Issues

As noted by Secretary of the Corporation Mary Ann Meyers at Council September 24, the Trustees will delay consideration of the Draft Policy on Institutional Response to External Issues (For Comment, *Almanac* September 9) to allow for further discussion on campus. Responses may be sent to the Secretary at 121 College Hall/CO or to *Almanac* at 3533 Locust Walk/CQ.—Ed.

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.

ON CAMPUS

September 30—October 12

Exhibits

Through October 3 *installation*, works by artist Chris Martens. At Houston Hall Gallery.

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.

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.

Through December An exhibit on Presidential Elections, 1789-1980, at the rotunda of the Law School building.

Through 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.

October 9-November 7 Sherri Vita's *Season*. Drawings and oil-on-canvas paintings at the Houston Hall Gallery.

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

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

October 8 Dziga Vertov's *Enthusiasm*.

All screenings 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.

Mum(mies) the word at the University Museum where an exhibit opened last week on the secrets and science of the Egyptian mummy. Featuring real live—uh, dead—mummies and Egyptian artifacts from the Museum collection, the display examines Egyptian ideas about life after death. Among the pieces in this exhibition—the most comprehensive on mummification ever presented in the U.S.—is this coffin lid for the mummy of a Ptolemaic Man in the 2nd Century B.C. Through August 31, 1981 at the University Museum, 33rd and Spruce Streets.



Penn Union Council film series

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.

University Museum Children's Film Program

October 11 *Ivanhoe!*

October 18 *The Man Who Could Work Miracles*

October 25 *Anansi the Spider; the Magic Three; Arrow to the Sun; The Loon's Necklace*

November 1 *Adventures of Tom Sawyer*

All films in this free series are screened Saturdays at 10:30 a.m. in Harrison Auditorium of the University Museum.

University Museum Sunday Film Series

October 5 *Northern Lights*

October 12 *Princess Young Kwei-Fei*

October 26 *Duke Ellington*, a film biography encompassing the history of American jazz.

November 2 *Newsfront*

November 9 *Wedding Candles*

November 16 *Chapayev*

Films in this free series are screened Sundays at 2:30 p.m. in Harrison Auditorium of the University Museum.

International Cinema, Series 8

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.

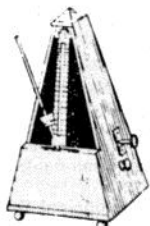
October 8 *Land of the Indians* and *Noel Nutels*, 7:30 p.m.

October 9 *El Super*, 7:30 and 9:30 p.m.

October 10 *El Super*, 4 and 9:30 p.m.; filmmaker William Farley presents four of his films, *Sea Space*, *Being*, *The Bell Rang to an Empty Sky* and *Marthain*, 7:30 p.m.

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

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Music

October 4 The musical group *Sukay* presents the traditional music of Ecuador, Peru, Bolivia, Chile and Argentina, at 8 p.m. at International House 3701 Chestnut St. Admission is \$5 for the general public and \$4.50 for International House members.

October 9-10 Workshops in contemporary music presented by *Continuum* as part of a mini-residency sponsored by the music department. Set for the Annenberg School Auditorium with times to be announced. Call Ext. 6244 for information.

October 10 Guest artists *Continuum* in the first concert of the year for Penn Contemporary Players. Program includes the area premiere of Milton Babbitt's *A Solo Requiem* for soprano and two pianos, Igor Stravinsky's *Concerto for Two Pianos* and Jane Wilkinson's *Phoenix II* for solo flute at 8 p.m. in the Annenberg School Auditorium. A reception with the artists follows the concert.

October 11 The Collegium Musicum is joined by guest artists the Cambridge Court Dancers for *Italian Renaissance Music and Dance*, 8 p.m. in the Annenberg Center's Zellerbach Theatre. Tickets are \$4 (\$2 for students and senior citizens) and are available at the Music Department (202 Music), at 518 Annenberg Center and at the Annenberg Center Box Office.

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.

A Wild West Show presented by the participants of the Therapeutic Riding Program, 3 p.m. at the Thorncroft Equestrian Center, Boot Road and Line Road near Rush Hospital in Malvern.

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 Annual Giving Appreciation Day at the Penn-Columbia football game. All 1979-80 donors to the Annual Giving campaign will receive two free tickets to the game. For information, call Annual Giving at Ext. 8445.

October 10 Annual reception for international students in the Philadelphia area, 5-7 p.m. in the Chinese Rotunda of the University Museum.

October 12 Family Day at New Bolton Center, Kennett Square, noon-4 p.m. You can see the animals, inspect hospital facilities, visit the Allam House, built in 1710, and view antique horse-drawn carriages from the William Goodman collection. The University's Alumni Relations staff will barbecue hot dogs and hamburgers for 50¢. The day at New Bolton Center is free but call Alumni Relations at Ext. 7811 for reservations.

Penn Arborable at Morris Arboretum. You're invited to visit the Arboretum at the peak of its brilliant

fall foliage. A guided tour of the grounds will be conducted at 2 p.m. For free admittance to the Arboretum, alumni, faculty, students and staff should use the Hillcrest Avenue entrance to the Arboretum and state their affiliation with the University. For directions to the Arboretum, call 242-3399.

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 \$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 October 1, *Ancient Egypt*. Sunday October 5, *The Royal Graves of Sumer*; Wednesday October 8, *The Crafts of Islam*. All tours begin at 1 p.m. at the Main Entrance of the Museum and last approximately 45 minutes.

Fulbright Awards Applications for the Fulbright Program, which offers grants for graduate study abroad, must be filed by October 31 for the 1981-82 competition. Most grants provide round-trip transportation, tuition and maintenance for one academic year. Applicants must be U.S. citizens at the time of application, usually must hold a bachelor's degree or its equivalent, and, in most cases, should be proficient in the language of the host country.

For application forms and more information on application requirements, contact James B. Yarnall at the International Programs Office, 133 Bennett Hall, Ext. 4661.

Sports (home schedules)

Ticket information: Franklin Field ticket office, 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 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 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 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 30 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.

Dr. Dwight Janerich, New York State Health Department, *Epidemiologic Evidence for Age-Related Reversal in Risk Factors for Breast Cancer*, NEB 113 at noon.

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.

Assistant Professor Laurie D. Olin lectures as part of *The Aesthetic Obligation*, the GSFA Student Lecture Series, Alumni Hall at 6 p.m.

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

Professor Marcia L. Colish, history department, Oberlin College on *The Stoic Good and its Transformation in Cicero and St. Ambrose*, Van Pelt Library, first floor conference room at 5 p.m.

Wilhelm Halbfass 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.

October 6 Author and award-winning screen writer Jerzy Kozinski on *Being There: Communications Themes in the Book and the Film*. Annenberg School 124 at 4 p.m.

October 7 Dr. Harold Persky, *Psychoendocrine Aspects of Human Sexual Behavior*, HUP's Medical Alumni Hall at 11:30 a.m.



October 8 Susan Herdman of the University's School of Medicine on *Mapping High Metabolic Areas of the Neurologic System: Reintopic Organization in Monkeys*. NEB 208 at 4 p.m.

First Annual Dean's Distinguished Lecture sponsored by the School of Nursing. Rhetaugh Dumas, deputy director of the National Institute for Mental Health on *Mental Health Issues for the 80s: The View from NIMH*, NEB auditorium at 4 p.m. A wine and cheese reception follows.

Prof. Robert Engman, co-chairman of the fine arts department, on *The Aesthetic Obligation*, part of the GSFA Student Lecture Series, Alumni Hall at 6 p.m.

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 Thursdays 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;
LRSM: 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-\$44,250. *
Assistant Director, Telecommunications (3257) \$14,200-\$19,625.
Assistant General Counsel (3332) \$20,475-\$28,875.
Assistant to Director, Annual Giving (03163) \$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) \$17,725-\$25,000.
Associate Director for Administration (3394) \$16,325-\$22,600.
Business Administrator (3 positions) (B0641) (B0621) (B0661) \$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) \$11,400-\$15,800.
Foreman, Grounds (3390) \$12,375-\$17,425.
Junior Research Specialist (8 positions) \$11,400-\$15,800.
Librarian II (3426) responsible to assistant librarian for reference functions including information and bibliographic service, MEDLINE and other online searching (MLS); background in biomedical or physical sciences; minimum two years' professional reference experience, including online bibliographic searching experience) \$14,200-\$19,625.
Manager (30170) \$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.
Nurse Practitioner I (B0670) provides medical supervision in Cerebral Blood Flow Lab; takes medical history, performs neurological examinations, takes vital signs and blood drawing, responsible for data collection, storage and retrieval; participates in data analysis (R.N. experience with neurology patients or training as nurse practitioner) \$14,200-\$19,625.
Programmer Analyst I (2 positions) (B0360) (B0652) \$14,200-\$19,625.
Publications Editor/Writer (B0668) edits all books, manuscripts, information letters; deals with printers on estimates for all printed items; directs and supervises work of assistant editor; maintains timetables with printers on all production; handles consignment of out-of-print items to University Microfilms (degree with course work in English and journalism preferred, or equivalent experience and demonstrated writing skill; at least three years' experience in editing, book promotional writing) \$14,200-\$19,625.
Project Manager (B0278) no longer accepting applications.
Radio Station Music Director and Program Coordinator (B0605) no longer accepting applications.
Radio Station Production and News Director (B0604) no longer accepting applications.
Radio Station Publicity and Information Director (B0606) no longer accepting applications.
Research Specialist I (3 positions) (B0429) (B0637) (B0597) \$12,375-\$17,425.

Research Specialist II (2 positions) (B0633) (B0537) \$14,200-\$19,625.

Staff Writer I (3406) no longer accepting applications.
Staff Writer II (3408) University News Bureau officer, gathers, writes and disseminates information and news; maintains liaison with the news media and members of the community (skilled writer with extensive knowledge of business and several years' experience in the news media and/or public relations; degree with some business school education; ability to communicate with all phases of news media) \$14,200-\$19,625.

Stationary Engineer (2 positions) (03090) (03193) Union wages.

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

Support Staff

Administrative Assistant I (3415) \$8,775-\$10,850.
Assistant Cashier (3372) \$7,200-\$8,750.
Bookstore Cashier (3 positions) (03219) \$6,750-\$8,600.
Cashier, University (3396) \$7,700-\$9,425.
Clerk I (B0658) \$6,325-\$7,625.
Clerk III (3416) \$7,700-\$9,425.
Coordinating Assistant I (2 positions) (B0672) coordinates research center including newsletter, correspondence and activity organization and follow-up; manuscript typing and organization (degree; demonstrated foreign language ability and organizational ability; familiarity with University operation preferred; good writing skills); (B0669) administers data collection and organizes files for data analysis; administers questionnaire for epidemiologic surveys in-person and via phone; reviews medical records (skills for in-person and phone subject interviews for case control epidemiology studies; organizational skills to administer and coordinate interviews; formal training as it relates to interviewing case control studies) \$9,400-\$11,675.
Coordinating Assistant II (3 positions) (3411) (3421) (3320) \$9,400-\$11,675.
Coordinating Assistant II (2 positions) (03197) (3215) \$10,700-\$13,450.
Coordinator of Visitor Services (03123) \$8,775-\$10,850.
Duplicating Machine Operator I (B0654) \$6,325-\$7,625.
Duplicating Machine Operator I (B0662) (B0663) operates various types of duplicating equipment; may assist with the sale of text materials and related cash handling, inventory control and stock operations (high school diploma or equivalent; six months to a year of experience in the operation of duplicating machines and collateral processes; some mechanical aptitude and manual dexterity; mandatory overtime requirement) \$6,325-\$7,625.
Duplicating Machine Operator II (3413) \$8,250-\$10,150.
Electrician I (2794) Union wages.
Electron Microscope Technician II (B0564) \$10,700-\$13,125.
Electronic Technician II (3254) \$10,700-\$13,125.
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 (3407) \$8,775-\$10,850.
MCST Operator (2 positions) (3419) (3418) \$8,250-\$10,150.
Operator, Office Automation (3004) \$7,700-\$9,425.
Operator II, Office Automation (B0651) \$8,250-\$10,150.
Project Budget Assistant (B0666) assists in the preparation of budgets, grant proposals; prepares PAFs; types correspondence, manuscripts and all other scheduling, some department management (secretarial experience, preferably at the University; good typing skills; ability to handle responsibility) \$8,775-\$10,850.
Psychology Technician I (B0664) cares for animals, takes temperatures; routine histology; perfusion of rats,

cutting, mounting and staining neural tissue; runs behavioral experiments on rats; prepares chemicals used in experiments (good manual dexterity; drawing or drafting skills preferred; comfortable working with animals) \$10,700-\$13,125.

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

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

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

Records Assistant (3400) \$8,775-\$10,850.

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

Research Bibliographer I (03431) prepares bibliographies for publications, library research; secretarial duties (good typing and dictaphone experience essential; ability to work independently) \$8,775-\$10,850.

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

Research Laboratory Technician I (2 positions) (B0092) (B0602) \$8,550-\$10,375.

Research Laboratory Technician II (3 positions) (B0519) (B0624) (B0660) \$9,600-\$11,700.

Research Laboratory Technician III (18 positions) \$10,700-\$13,125.

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

Secretary II (13 positions) \$7,700-\$9,425.

Secretary III (24 positions) \$8,250-\$10,150.

Secretary, Limited Service (B0405) Hourly wages.

Secretary, Medical/Technical (12 positions) \$8,775-\$10,850.

Senior Admissions Assistant (03107) no longer accepting applications.

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

Supervisor, Herdsman (3422) \$10,025-\$12,850.

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

Part-Time Positions

Administrative/Professional

Assistant Men's Crew Coach (3367) Hourly wages.
Programmer Analyst I (B0673) writes computer programs in research projects; develops capabilities in the center for analysis of longitudinal data; managing large data sets (knowledge of Fortran, PLI, assembler language; working knowledge of statistical software) Hourly wages.
Programmer Analyst (B0581).
Staff Physician (3 positions) (B0526) (B0527) (B0525).

Support Staff

Administrative Assistant (B0610) Hourly wages.
Clerk, Limited Service (3269) Hourly wages.
Desk Clerk (3369) Hourly wages.
Extra Person (B0601) Hourly wages.
Mechanical Person (B0559) Hourly wages.
Residence Hall Clerk (2 positions) (3404) Hourly wages.
Secretary (3 positions) (B0570) (B0574) (B0659) Hourly wages.
Secretary (03430) types manuscripts, grant proposals, letters, and prepares slides; uses copy machines; files; mails reprints (high school or business school graduate; office experience required; excellent typing skills) Hourly wages.
Secretary II (3384) Hourly wages.
Typist (2936) Hourly wages.

DEATHS

Mr. Winfred Brown, a custodian with the physical plant department, died August 29 at the age of 62. He joined the University in March 1946 and worked for many years in Houston Hall. He is survived by his wife.

Donald J. Williams Jr., a junior in FAS, died suddenly in a fall from his room in High Rise North September 22. He was 21.

Mr. Williams, a Philadelphian, came to the University in September 1977 after graduating from the William Penn Charter School. He had spent a year studying in Germany. He is survived by two younger brothers and his parents, Mr. and Mrs. Donald Williams, of Tequesta, Florida.

"This much is certain," said President Martin Meyerson in 1972, "we cannot simply continue as before." So began the work of the mid-seventies that led to 1975's announcement of an "audacious" goal of \$255 million for the 'eighties—at that time the highest ever set by any university. But the first task was intellectual: to define what we were and might become. Leading a commission of distinguished faculty, students and trustees, Professors Eliot Stellar and Robert H. Dyson, Jr., found a phrase for Penn's unique strengths. For those who know the term but not its origin, here is the passage of the January 1973 report that first called us....

PENNSYLVANIA: ONE UNIVERSITY

In February 1972, President Meyerson appointed the University Development Commission and charged it to review his proposals, which included the reallocation of existing funds and the planning of future growth using the concept of "selective excellence" to strengthen undergraduate education and to promote particularly strong graduate fields to national rank. The Commission was to examine other available plans, and advise him in some detail how in the light of the University's needs a major funding effort could achieve a leap forward in educational excellence. While the overall thrust of the Commission's work was thus academically oriented, it nevertheless contained a strong fiscal component. In no time at all the Commission concluded that nothing less than a general overview of existing planning in all aspects and by all segments of the University could serve this purpose. This vantage point gave the Commission a unique opportunity to view problems across historic and structural boundaries within the institution and led to the development of a *One University* concept.

The concept of *One University* is based on the conclusion that our greatest potential strength and uniqueness lies both in our historic linkage of professional education with the liberal arts and sciences, and in our contemporary advantage of the close physical proximity of our schools on one campus. The key to the philosophy underlying the concept is the thought that the University of Pennsylvania should be an institution which sees life whole. To see life whole means to be concerned with the past, the present and the future, to see root causes of the condition of the earth and man, and to see the condition itself both in its obvious and in its more subtle and immanent characteristics.

In the long view, professions such as law and medicine and architecture have demonstrated that they function best when they do not operate in isolation from the rest of the University. There are perhaps three outstanding reasons for this. First, each profession functions in a cultural environment and derives its broadest context from that culture. The culture of Western man has played this formative role in ways of which we are aware for over 3000 years. But the evolving world culture will also include a major and more ancient Oriental stream, as well as an Indian and an African stream—to mention only the major contributions. Second, the professions function in a social context. The social and economic system based on the national state, the industrial revolution, and universal literacy has evolved in the Western culture only in the last 300 years. As a human institution, it is new and relatively untried, and as we look around us we can see that it is beset by stresses and difficulties—some of them contributed to and some of them assuaged by the professions. Third, the professions are based upon institutions, technologies, and sciences which are rapidly changing. In all probability the professional who is educated in the 1970's will be unable to practice effectively in the 1990's without a major effort to assimilate these

changes. The capacity for reacting to the changed basis of a profession implies an understanding of that basis. Consequently, the best professional schools require that their students have a sound training in the basic disciplines relevant to their work; this indeed may be more important in the long run than the professional skills themselves.

On the other hand, the arts and sciences which are essential to sound training in the professions cannot afford to exist without contact with the real world, some of which derives from the professions themselves. In legend it is told that Hercules defeated Antaeus by holding him in the air and depriving him of contact with his mother Earth. Scholarship which is entirely self-sufficient and self-justifying risks the same defeat. It is not at all clear how the findings of the professions about the real world can properly feed back into the greater body of knowledge which a university comprises, but a more formal recognition of the problem and a more systematic exploration of it could not fail to be useful.

It should be recognized in any event that professional education often does combine the academic disciplines in a creative way in order to provide theoretical foundations for professional missions. Such novel combinations often give rise to significant developments in the academic disciplines themselves. Thus the intellectual innovations of the professional schools filter to the "academic departments" and become absorbed into the mainstream of the work of the arts and sciences. The intellectual overlap between arts and sciences and the professional schools is great and it is important that the core of unity between schools and departments be recognized and fostered.

In making these observations, the Commission does not presume that the University should aim to solve all of the problems of the world immediately or indeed over a longer perspective. In the first place, the University is essentially without resources, without institutional influence, and without power—except for the power of ideas. It cannot expect to change the world, but it can expect to train people and generate ideas which may change the world. In any event, it must also be recognized that universities have many functions which can only be exercised over a long period of time. One of these functions is the simple preservation of knowledge. A second is the protection of dissent. A third function is the exploration of problems which may take many years to resolve. A fourth is the creation of knowledge whose immediate uses are unknown but which may ultimately become important. The university, except in the most ascetic and self-denying circumstances, is indebted to society for major support, but that support cannot usefully be achieved by giving up all or most of these principal functions. To do so is bound to be self-defeating. If the University cannot survive by convincing society of the usefulness of its true functions, it will not survive as a university.

—*Almanac Supplement* January 29, 1973

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