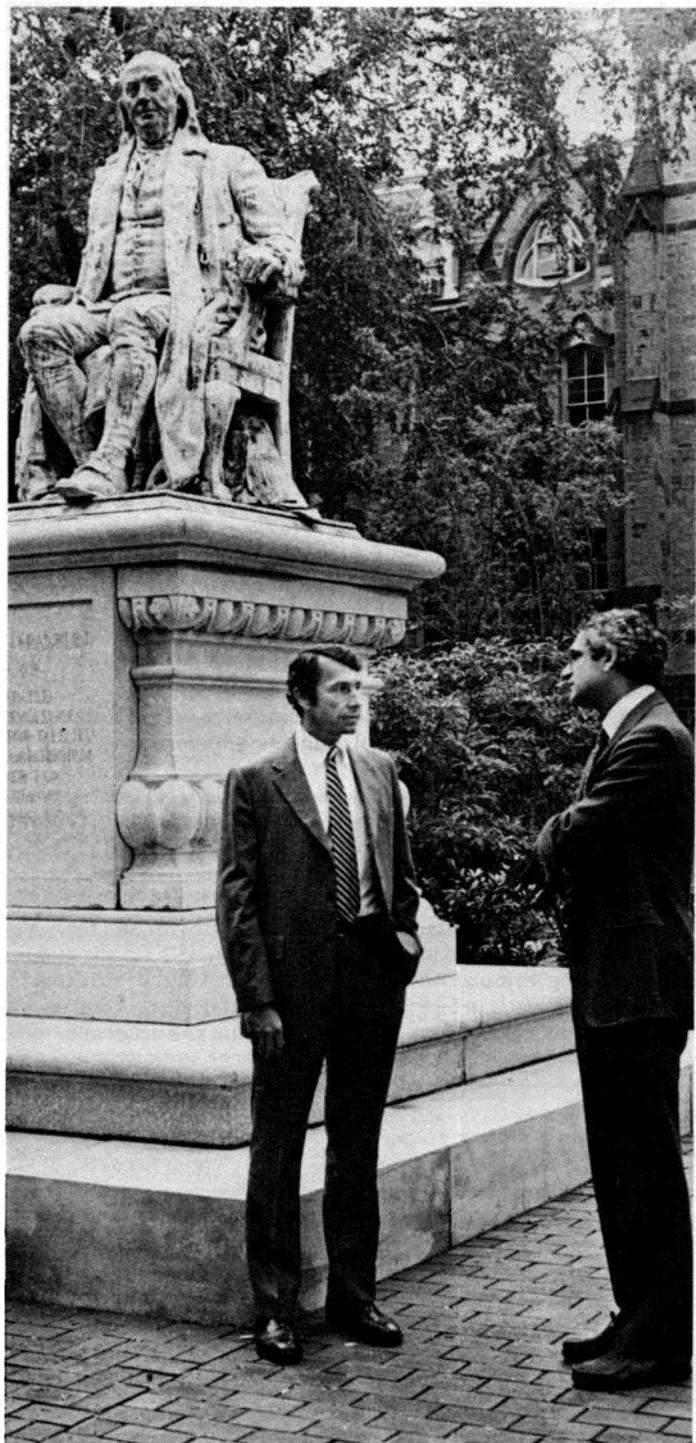


Almanac

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C. Anne Vitullo

Left to right: Mr. Franklin, Dr. Hackney, Professor Bender.

Target Date February 2: It was a packed 36 hours for presidential nominee Dr. Sheldon Hackney. Arriving at 2 p.m. Thursday, he spent the afternoon with President Martin Meyerson, then met with Provost Vartan Gregorian. He had dinner at Entrees On Trays with student leaders, joined later by the Black Faculty and Administrators' Samuel Sylvester, and spent the night at Stouffer House as the guest of its master, Dr. Humphrey Tonkin. Friday began with breakfast at the Faculty Club with Senate's Chair Paul Bender, Past Chair Walter Wales and Chair-elect Phoebe Leboy. Dr. Hackney then met separately with the associate provost, both vice provosts, and each of the vice presidents of the University. After lunch downtown with Philadelphia trustees he had not previously met, he returned to campus for the Council of Deans' meeting, followed by a sherry hour in Mr. Meyerson's office with assorted staff who work closely with the president's office. To their question "when?" he replied that the Tulane trustees have named an acting president so that he can "extricate" himself, and "Martin and I thought February 2..." From there, he went to dinner at the Meyersons' and flew back to New Orleans.

Heroics in Harrisburg: While the state Supreme Court has overturned the liquor price rollback that threatened higher education income in Pennsylvania, there's more work for the General Assembly if the abated \$33 million is to be restored to Governor Thornburgh's budget. The House last week passed legislation which allows the Governor to include increased liquor income in the budget and the Senate passed it too—but with an amendment that sends it back to the House for concurrence. The House has agreed to continue in session this week, cutting into its pre-election recess to consider the legislation. For Penn, the stake is \$2 million—and a possible thaw in the hiring freeze.

Fraternity Recognition: For the first time in writing, Penn has a formal recognition policy for fraternities and sororities (see supplement to this issue). Developed with the help of campus advisory groups under the coordination of Fraternity Affairs Director Martin Stamm, the policy was endorsed 22-0 (with one abstention) by the Interfraternity Alumni Council this summer and was adopted by Vice Provost Janis Somerville on completion of the alumni mail ballot.

We Won: Pennsylvania 24, Columbia 13. *Hurrah for the Red and the Blue!*

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The Balance of Power And the Selection of Presidents

by Irving B. Kravis

It is clear that a widely admired, highly successful educator and administrator was passed over for our presidency and that many faculty members and many students are very disturbed. I feel inhibited in discussing the situation since I am obliged as a member of the search committee to maintain the confidentiality of the process. However, as the reader will quickly judge from the length of this piece, the inhibition is less than total.

I write, within the limits imposed by confidentiality, to argue against two general themes that have emerged from the feelings of anger and frustration at the outcome. It is understandable why both ideas have been advanced but I believe neither offers a desirable or useful avenue for the University to follow.

One idea is that the community deserves a full explanation of what happened. Insofar as this calls for a description of the process, it is a legitimate request. It has been admirably met by Professor Paul Bender's account in the *Almanac* of September 23. To the extent that it is a call for a justification of the choices by the search committee or by the Executive Board, it not one that can or should be met. I can testify from personal experience that it is very tempting for a faculty member of the search committee, and I imagine the same is true of student and trustee members, to reveal his or her position. If one could truthfully report that he argued in favor of the man many think should have been chosen, he would thrust away from himself any blame for an unpopular action. And if the truth required that one had to report that he supported the decision of the Executive Board, at least he could try to justify his position though he might feel limited in what he could say if it appeared to involve public criticism of a candidate.

However, the confidentiality of the search and selection process should be protected in the interests of the University. The reason is that the more public our search processes can be expected to be, the narrower will be the choice of candidates available to the University. A distinguished man or woman, already well placed, is apt to be unwilling to accept candidacy and the chance of a public rejection for another perhaps only moderately more prestigious position. If the need for confidentiality is accepted, it has to be accepted too that it is indivisible. If one after another of the search committee supporters of a popular but unsuccessful candidate reveal themselves, those who opposed that candidate are left involuntarily revealed. There would be nothing amiss in this if the ground rules were for an open search and an open choice, but the prearrangements were for confidentiality.

The second theme that has emerged is a call to curb the power of the trustees or at least to get them to share their power in regard to the selection of the president and perhaps in other respects as well. Professor Bender, for example, in the otherwise praiseworthy account I have already referred to, proposed that the trustees consider adding faculty members to their Executive Board.

The idea of faculty representation on the board of trustees has come up periodically in the past. It has been rejected in the past by our faculty for reasons that have not been made less compelling by the choice of the new president. Just two years ago the faculty representation on the Task Force for University Governance unanimously opposed a proposal to add faculty and student members to the Board as did the earlier Task Force on Governance.

Nonvoting faculty and student liaison members have been added to key trustees' committees but not to the Executive Board.

It is in the interests of the faculty and the University to have a distinguished body of devoted trustees who will appreciate the mission of the University, guard and expand its financial resources and yet defer to the faculty on academic matters, and more generally leave the internal operation of the University to the administration and the faculty.

In fact, we have at Pennsylvania a delicate balance of power between trustees and faculty that permits each to serve the University in what is close to an ideal way. Although the trustees are by law in full control of the University they have in practice concentrated on the business and financial aspects of the operation. Speaking as one faculty member who has been exposed to the workings of the trustees, I have been impressed by their dedication and effectiveness and by their recognition that financial and business aspects should be subordinated to the academic affairs of the University.

I don't mean that the dividing line between the trustees and the faculty or between business and academics has always been drawn by the trustees as I would. I believe that in their concentration on financial matters they have occasionally made or approved of decisions that have adverse academic consequences. I fault them most for permitting financial balance, including debt retirement, to be achieved at the expense of the present faculty and of the quality of the future faculty. Nevertheless, the clear intent of the trustees is to follow the recommendations of academic administrators on academic matters. They find it easiest to do this when they have confidence in the person who occupies the presidency. The president represents their concerns in the operation of the University and they rely on him both to provide academic leadership and reflect to them the academic interests of students and faculty.

The president in turn relies primarily on the provost and the deans and on formal and informal consultations with faculty and students in the formulation of policy. In the workings of academic affairs, the faculty is in fact primary because of its direct control over appointments and promotions, curriculum and academic

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standards, and because no provost or dean can be appointed or remain in office without its assent. In addition, the faculty has a voice in determining the slate of presidential candidates. If there is any need for remedy from trustee actions that impinge upon the academic process, the faculty has available means not to correct every small deviation but to see to it that the division of responsibilities is maintained.

The presence of faculty members on the board of trustees would radically alter the system. It might well lead to greater involvement of the trustees in the educational affairs of the University, without providing adequate representation of the diversity of interests and viewpoints of the faculty. (What one person, what four people would you want to represent the whole faculty?) No one has pointed to any experience in the search process that supports such a change.

May I add two things to this statement: First, I would like to

express my admiration for Vartan Gregorian as an inspiring leader and my appreciation of the remarkable service he has performed for the University in his capacity as dean of arts and sciences and as provost. He has been a leader and a healer and it is sad to lose him in these capacities. (That does not necessarily mean that I supported his candidacy above others, although I may have.) Second, I would like to see us welcome Sheldon Hackney to the presidency of our University. He is a distinguished scholar, a cultivated gentleman, a man with broad social concerns, and a person of wide administrative experience. The welfare of all of us depends upon his success. Let us give him our support in moving ahead.

Dr. Kravis, University Professor of Economics, was a member of the Consultative Committee which ended its work this fall. He served as chairman of the Faculty Senate between January 1978 and May 1979.

SPEAKING OUT

Nominations still open?

Although the 50 or so trustees have not yet met together, reviewed, or voted on the nomination of the Executive Committee, some faculty think it a "certainty" that Sheldon Hackney will be the president of the University. Although it would not be surprising if Mr. Hackney became the president, it is by no means a certainty. Three weeks ago, everyone was "certain" that Vartan Gregorian would be president. That prediction was wrong and our error arose out of our ignorance about the internal workings of the trustees. We are still ignorant of the internal workings of the trustees, and this second prediction may again be wrong because of that ignorance. We do not know what the lines of power are within the full board of trustees. We do not know how many of them are strong supporters of Gregorian. We do not know how many of them, apart from any estimate of Gregorian himself, consider an outstanding president-faculty relationship crucial to the intellectual and financial health of the University. We do not know how many of them have in the last few weeks been in contact with the larger intellectual and educational community and have experienced its surprise and dismay at the passing over of the nationally honored internal candidate. One thing we do know is this: the formal "Statutes of the Corporation" (copies of which are available to any interested reader)* provide for more than one nomination to go before the full board of trustees. Those rules nowhere speak of a single nomination.

Almost everyone agrees that whoever becomes president should *at the time* be made welcome by the faculty. The only question centers on the position we assume until that selection is made. In answering this question, the nature of Gregorian's own administration — its large-spiritedness, its unchallengeable dignity, and its intellectual courage — may once more be instructive.

Gregorian's candidacy at schools like Stanford and his selection as Chancellor of Berkeley entailed many decisions by many people, any one of which has a variety of meanings. But one of those decisions by one of the participants has this one meaning: in the act of rejecting Berkeley's offer, Gregorian

*See excerpt in *Almanac*, September 30, p. 2.

was choosing the *possibility* of working with us over the *certainty* of presiding over another great university. At this time, it seems both appropriate and dignified that we continue to stand by our own deep convictions about the presidency of the University of Pennsylvania, that we continue to act on the very real possibility of working with Gregorian over the apparent "certainty" of being presided over by any other nominee.

— Elaine Scarry
Associate Professor of English

The following letter was transmitted by the chairman of the Benjamin Franklin Professors, with the notation that six of the group's seven members signed it and that the original was sent to the Secretary of the University for transmittal to the trustees. Separately, the seventh, Philip Rieff, Benjamin Franklin Professor of Sociology, has asked Almanac to make it a matter of record that he was asked to sign and refused, and that he opposes the resolution.

Nomination Requested

We urge that Provost Vartan Gregorian's name be put before a meeting of the Trustees to be voted on for President of the University of Pennsylvania.

— Robert E. Davies
Benjamin Franklin Professor
of Molecular Biology
— Irving Goffman,
Benjamin Franklin Professor
of Anthropology and Sociology
— Lawrence R. Klein
Benjamin Franklin Professor
of Economics and Finance
— Leonard B. Meyer
Benjamin Franklin Professor of Music
— Louis B. Schwartz
Benjamin Franklin Professor of Law
— Leo Steinberg
Benjamin Franklin Professor
of the History of Art

The Secretary of the University notes that she has forwarded to the Trustees the following, in response to the six professors' request above:

At the request of Professor Robert E. Davies, I am forwarding to you a statement

signed by six of the University's Benjamin Franklin Professors urging that "Provost Vartan Gregorian's name be put before a meeting of the Trustees to be voted on for president of the University of Pennsylvania." After discussing the statement with Paul Miller, I consulted with counsel as to whether it would be possible for a nomination to be made at the meeting of the Trustees on 24 October at which you will vote on the Executive Board's nomination of Sheldon Hackney. They indicate that although any person may be discussed in relation to Dr. Hackney during your deliberations on his nomination, the Statutes provide in Article II, Section 4, that nominations for president may be made only at a meeting of the Executive Board called for that purpose. Dr. Hackney's nomination was moved at such a meeting on 14 September.

— Mary Ann Meyers
Secretary of the University

Welcome Dr. Hackney

On the basis of all available evidence, Dr. F. Sheldon Hackney is superbly qualified to become the next president of the University. The faculty should unite in welcoming Dr. Hackney to our campus and in assuring him of its complete support.

— Morton Benson
Professor of Slavic Languages

Some Are, Some Not...

During the past week or so, *Almanac* and the *Daily Pennsylvanian* have been filled with reactions of students and faculty to the choice of our next president of the University. I can understand the disappointment of some of my colleagues and a few of my students at the failure to choose Vartan Gregorian as president. He is a brilliant and charming man, and I for one heartily support his liberal philosophy of undergraduate education; he is the best qualified man I know for leading students and faculty in the critical years to come at the University. I am, therefore, deeply saddened by his decision to resign as provost, for at Pennsylvania, as I understand it, this is the office which should set the tone of the intellectual and educational life on campus. If the division of responsibility is to

(Continued on page 4)

(Continued from page 3)

work best, on the other hand, our president is the man charged with leading the whole university adventure, responsible to alumni, foundations, business corporations, local, state and federal governments, trustees, and present and future parents—all these constituencies in addition to faculty and students whom he approaches best through the provost.

I do know Vartan Gregorian; I do not know Sheldon Hackney. But I do feel that the right decision has been made as to our next president; and I may very well be wrong.

I write this letter, not in order to register my own sentiments and judgments as to the wisdom of this decision but to suggest that, while *Almanac* and the *Daily Pennsylvanian* have been filled with the opinions of those who disapprove the decision, it does not follow that THE students or THE faculty are against the decision of the Consultative Committee or the Executive Board of the trustees; some are, some are not, and others are indifferent.

Democracy in this nation and collegiality on this campus are indeed in a bad way when only those who are against things monopolize the marketplace and press.

—E. Digby Baltzell
Professor of Sociology

Recognizing Quality

Among the many distressing aspects of the new presidential appointment, first and foremost is the fact that Provost Gregorian had won a great deal of support and genuine enthusiasm among faculty and students—more, I believe, than any University leader in a number of decades that extend back to my undergraduate days at Penn. This capacity to mobilize enthusiasm is precisely what the University needs to counter the tendencies toward impersonal bureaucratization, fragmentation, and overemphasis on mechanical cost-benefit calculations. Was any weight given by the consultative committee to this strong and frequently intense support for the provost, which was based on long experience and close contact? Did the members of this committee feel no obligation to poll the trustees, faculty and students on their attitudes toward Gregorian—in comparison with the alternatives? Or did the committee consider itself so truly representative, so unbiased, and so wise as to be able to operate in complete isolation from the rest of us?

This is a sad case of a compelling leader emerging from inside an organization, and the institution incapable of recognizing quality. Those responsible for this denouement have not served us well.

—Edward S. Herman
Professor of Finance

Teetering on the Brink

An Open Invitation to all Pennpeople

Any objective observer of the University scene (as a humanist, I am used to thinking in terms of small audiences) will have to admit that Penn is not often identified as the source of modish innovations in higher learning. Too often, we have been content to follow the lead of Harvard, Berkeley, West Chester State, and other institutions. But now that we are teetering on the brink of real greatness, according to the *D.P.*, we need something original that will give us the little push that will result in what future generations will surely refer to as The Great Fall Forward. As you may have guessed, I have contrived what I think is just the thing.

The thing is "The Student Prints," an original musical comedy based roughly on the Franco-Prussian war. The production of this work, which by its subject and nature is a striking and multifarious example of interdisciplinary, ethnic, and area-studies outreach, can, by casting it from all parts and levels of the university community, including Physical Plant, truly achieve the close relationships among students, faculty, administrators, trustees, and employees that have been touted in speeches and public relations handouts.

It must be admitted that the number of featured roles is not great. In a less disciplined and effectively structured institution this might lead to unseemly competition and unruly auditions. Fortunately, our hallowed, although recently established, tradition obviates such hugger-mugger. Clearly, these featured roles will be played (and rightly so, I hasten to add) by members of the Board of Trustees. They are as follows:

Ulrich von Spiegelwasser: an aristocratic student, whose weakness for hard drugs (he is often called the Junker junkie) and his inability to write cursive script (hence the title, as you will have surmised) has forced him to drop out of a university and to join the Prussian army. He is in love with

Betty: an exotic, tempestuous Gypsy princess, who, in an imperfectly converted bus, sells Magyarburgers to both the French and Prussian armies. She is also loved by

Franco Prussian: a French draftee, whose name obliged him to become a double agent. He is pursued by

Francois Petard: an explosive French intelligence officer, formerly a philologist, whose career peaked when, at the age of twenty-three, he invented the imperfect subjunctive. Later, in desperation, he became a dean, from which fate he was rescued by the outbreak of war.

Fortunately, there is a large chorus and enough minor roles to accommodate a representative sampling of the entire university community. However, to avoid oppressive sexual stereotyping, we shall be looking for male persons whose superstructure will not repel peasant blouses, and female persons whose infrastructure will make the wearing of jackboots and spurs seem plausible, if not

actually attractive.

Should this production be the success that I confidently expect it to be, we can move swiftly to establish a Center for Interdisciplinary Musical Comedy Dynamics (the astonishing proliferation of centers in universities has been called by the *Journal of Higher Education* "a triumph of academic entrepreneurship over financial stringency and the desire for peace and quiet"). Although the choice of the director for this center seems obvious, one cannot be sure of anything these days. In any case, the Center can then capitalize on the success of "The Student Prints" by rushing into production another musical comedy that is already taking shape in my mind. It is about a man who wins the presidency of a major university in a lottery. Its title is, of course, "Won University." I look forward to seeing all of you when the casting call goes out.

—Clifton Cherpack
Cuisinart Professor of Free French Literature

Misleading Pitch in Reading

I consider it extremely unfortunate and inappropriate that the University has tacitly approved the on-campus solicitation of students by a proprietary speed reading company. During the past week I attended a promotional meeting for such a company at Houston Hall. Not only was the "pitch" misleading—full of what I consider ambiguous statistics and misconceptions about the reading process—but the presenter, when asked, only promised increased speed with *high school*, not college level materials. More important, she failed to acknowledge that reading speed for academic materials should vary according to the individual reader's background knowledge, purpose, and type of material encountered.

In contrast to the high-priced commercial speed reading courses, the University Reading Improvement Service at the Graduate School of Education offers a variety of services to University of Pennsylvania students and staff—all *free*, with the exception of a six-week course in college reading and study skills for which there is a minimal charge (20% of the cost of that commercial course, and usually paid for by the Financial Aid Office for students on financial aid). The URIS basic service is a free interview, designed to help students and staff identify their strengths and needs and to discuss their options. Only a very small percentage find they need the course.

Judging by the interest in the speed reading promotion at Houston Hall last week, many Penn students want to improve their reading and study skill. I expect that most are not aware of the services available at the University to help them do that—in a way that is *educationally sound*.

—Susan Lytle
Lecturer, Graduate School of Education

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.



Statement on Faculty Responsibility

The Faculty Senate, at its meeting of April 23, 1980, approved, with some modifications, the Statement on Faculty Responsibility which was developed by the University Council Committee on Faculty Affairs and approved by University Council in spring of 1979. Provost Gregorian has accepted the Senate recommendation and has authorized that the Statement on Faculty Responsibility, as modified and approved by the Senate, be published in the "University Regulations" section of Almanac as official University policy. The following document, therefore, is to be added to the 1979 Handbook for Faculty and Administration as Section II.D.la (beginning on page 30).

An appointment to the standing faculty of the University of Pennsylvania implies the recognition of a teacher-scholar's professional achievements and promise. Although the final authority for the conduct of University affairs is vested in the Board of Trustees, much of that authority is delegated to the various faculties whose policies and decisions play the key role in determining the character of the University as an educational institution. Working with their deans, the provost and the president, the faculties conduct the affairs of their schools and departments to the mutual advantage of their students, the University, and the scholarly community.

Traditionally professional men and women have chosen university teaching posts partly because they allow for a flexible scheduling of time and an opportunity to pursue intellectual interests relatively free from distraction. In a research university, which has as its main functions the advancement and imparting of knowledge, teaching and scholarship may be said to have equal rank and to be interdependent. At the same time it must be recognized that the University is an institution of great complexity which requires a large expenditure of faculty time for its successful governance and operation. It is the purpose of this statement to indicate in a general way the minimum obligations of a faculty member toward the students and the institution. More specific obligations will be found in the policy statements of the various schools. Unless otherwise authorized by the University administration, all members of the standing faculty of the University of Pennsylvania will be expected to abide by the principles stated herein.

Teaching and Related Activities

Except for official leaves of absence, released time provided by research grants or administrative appointments, special ad hoc arrangements that permit teaching to be concentrated in one term during a particular academic year, or other official exemptions, faculty are expected to participate fully in the teaching program during each regular term of the academic year. Teaching loads, which may vary from time to time, are determined by the dean of each school in consultation with the faculty, the department chairperson and the provost.

The teaching of students at all levels is to be distributed among faculty members without regard to rank or seniority as such. Basic-level courses are not deemed the exclusive province of the junior faculty nor advanced courses the unique domain of the senior faculty. It is important that undergraduates, including freshmen, and sophomores, have significant opportunities to learn under eminent scholars. And junior faculty members should not be called upon to bear a heavily disproportionate share of the responsibility for large and pedagogically demanding basic-level courses. This is not to say that teaching assignments should be unrelated to research interests or teaching strengths. On the contrary, the marriage of teaching and research greatly enhances both enterprises. Moreover, to the extent that some professors are more adept at teaching small classes than large ones, or leading discussions rather than lecturing, those comparative advantages are an appropriate consideration in allocating teaching responsibilities. Naturally, teachers should be flexible enough to offer

courses outside narrow fields of specialization. A teacher whose class must be cancelled because of under-enrollment is normally expected to make up this deficiency in scheduling. In addition to their formal course loads, faculty members are also expected to bear their fair share of the responsibility for supervising student research and independent study.

Availability

Becoming a member of the standing faculty of the University implies a willingness to accommodate oneself to the reasonable scheduling of courses, laboratories, faculty meetings, and committee assignments. Faculty members are expected to be available for advising and individual student conferences throughout the term by means of regularly scheduled office hours or appointments or both unless prevented by conflicting professional activities. Moreover, faculty members are also expected to be easily available to their colleagues. Only compelling personal or professional reasons should prevent faculty members from holding all classes at the scheduled times and places. Every effort should be made to reschedule classes missed because of a teacher's absence. Formally scheduled final examinations are to be given only during the time periods officially announced.*

Research

Appointments are made to the standing faculty of teacher-scholars whose research and publication are expected to continue throughout their active careers. Teaching loads at the University of Pennsylvania generally reflect the assumption that a significant part of the faculty member's time will be devoted to research.

Service

Another aspect of faculty activity is service to the department, the school, and the University. The faculty is involved in all decisions affecting courses, curricula, degrees, appointments and promotions, and in many others affecting the physical plant and the multifarious aspects of University life and activities. Thus service as administrators and committee members is an important concomitant of faculty status.

All three activities, teaching, research, and service, are of major importance, and all may be considered in determining salary levels and eligibility for promotion. Since some members may be called upon for extraordinary effort in one or more of these areas, such effort is consistent with adjustment in the others. Thus exceptionally heavy administrative duties are often balanced by a reduction in teaching load. Taken in their entirety, faculty activities usually involve a total commitment of one's professional time and efforts.**

*A separate statement covers University policy regarding religious holidays.

**the University's policies for extramural consultation and other professional activities are stated elsewhere in the *Handbook for Faculty and Administration*.

University Council, 1980-81

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

—*Council Bylaws*

The University Council normally meets on the second Wednesday of each month from 4 to 6 p.m. in the Council Room of the Furness Building. Any member of the University community may submit items for consideration to the Steering Committee, c/o the Secretary's Office, 121 College Hall/CO.

Steering Committee

The Steering Committee shall consist of the president of the University, the provost, the chair and the chair-elect of the Faculty Senate, the chairpersons of the Undergraduate Assembly and the Graduate and Professional Student Assembly, and five faculty members, one undergraduate student, and one graduate/professional student to be elected by the incoming Council at its May meeting from among its membership for the ensuing year. The chair of the Faculty Senate shall be the chair of the Steering Committee.—*Bylaws*

Allison E. Accurso	Stephen Marmon
June Axinn	Phoebe S. Leboy
Lee Brown	Martin Meyerson
Nancy R. Csaplar	Dorothy Sheahan
Robert F. Giegengack	Walter D. Wales
Vartan Gregorian	Oliver R. Williamson
	Paul Bender, <i>Chair</i>

Membership of the Council

Faculty: All members of the Senate Executive Committee sit on Council; however, five of these (normally the four first-year at-large representatives and the past secretary) are non-voting observers.

Students: Twenty-three students serve on Council, nine of them from the undergraduate schools (five elected by mutually exclusive constituencies, and four—including a freshman—elected at large via the Undergraduate Assembly). The 14 graduate/professional students on Council are from mutually exclusive constituencies.

Administration and Staff: The president and the provost are members of the Council. A moderator presides at meetings and is a member of the Council. The president appoints nine administrative officers, and the Administrative Assembly sees to the election of one administrator who will represent all A-1's except librarians,

programmers and research personnel. The Librarians Assembly has one voting representative, as does the A-3 Assembly.

Moderator Herbert S. Levine

Parliamentarian *Christian Day

Members of the Administration

Morris S. Arnold	Thomas W. Langfitt
Joseph Bordogna	Martin Meyerson
Robert H. Dyson, Jr.	Benjamin S. P. Shen
Claire M. Fagin	Louise P. Shoemaker
Vartan Gregorian	Janis I. Somerville
Dell H. Hymes	

Representatives elected by the Faculty at Large

Jacob M. Abel
 Regina Austin
 Paul Bender, *Chair*
 Ivar Berg
 John S. DeCani
 *David K. Hildebrand
 Anne Keane, *Secretary*
 Phoebe S. Leboy, *Chair-Elect*
 Paul M. Lloyd
 *Morris Mendelson
 *Adrian R. Morrison
 Peter C. Nowell
 Walter D. Wales, *Past Chair*
 Leon P. Weiss
 Irene J. Winter
 Julius Wishner

Elected by the Faculty Constituencies

- FAS: Anthropology, Geology, Psychology:* Robert F. Giegengack
- FAS: English, General Honors:* Paul J. Korshin
- FAS: Linguistics, Mathematics, Philosophy:* George Cardona
- FAS: Biology, Chemistry:* Gordon W. Ellis
- FAS: Astronomy, Physics:* Michael Cohen
- FAS: Classical Studies, German, Romance Languages, Slavic Languages:* Elizabeth Block
- FAS: History, History of Art, Music, Religious Studies:* Alan C. Kors
- FAS: American Civilization, Classical Archaeology, Folklore and Folklife, History and Sociology of Science, Oriental Studies, South Asia Studies:* election underway
- Engineering: Moore School of Electrical Engineering:* Kenneth Fegley
- Engineering: Bioengineering, Chemical and Biochemical Engineering, Civil and Urban Engineering, Materials Science and Engineering, Mechanical Engineering and Applied Mechanics:* Iraj Zandi
- Graduate School of Fine Arts:* Setha Low
- School of Social Work:* June Axinn
- School of Allied Medical Professions:* Deborah Labovitz
- FAS: Economics, Peace Science, Regional Science:* Oliver E. Williamson
- FAS: Political Science, Sociology:* Ivar Berg

*Observer

- Wharton: Accounting, Finance, Statistics:* Randolph Westerfield
- Wharton: Decision Sciences, Insurance, Legal Studies, Management, Marketing:* Robert A. Zelten
- Medicine: Anatomy, Biochemistry and Biophysics, Pathology:* John J. Furth
- Medicine: Human Genetics, Microbiology, Pharmacology, Physiology, Therapeutic Research:* Marilyn Hess
- Medicine: Dermatology, Medicine, Neurology, Ophthalmology, Otorhinolaryngology, Psychiatry, Research Medicine:* Truman G. Schnabel, Jr.
- Medicine: Anesthesia, Obstetrics and Gynecology, Orthopaedic Surgery, Pediatrics, Physical Medicine, Radiation Therapy, Radiology, Surgery:* Erwin R. Schmidt
- Law School:* Frank I. Goodman
- School of Veterinary Medicine:* Sheldon A. Steinberg
- School of Dental Medicine:* Benjamin F. Hammond
- School of Nursing:* Dorothy Sheahan
- Graduate School of Education:* Peter J. Kuriloff
- Annenberg School:* Charles R. Wright

Junior Faculty Members

Thomas Fogarty	Mark B. Snyder
Elinda B. Kornblith	Jacqueline Wade

Librarians' Assembly Eleanor B. Allen

Administrative Assembly Maureen T. Parris

A-3 Assembly Joseph F. Kane

ROTC Representative

*Capt. Thomas L. Curry

Undergraduates

Allison E. Accurso (FAS '81)
 Lisa A. Blumenfeld (WH '83)
 Russell K. Brooks (FAS '81)
 Lee M. Brown (WH '83)
 Elizabeth B. Cooper (FAS '83)
 Ellen Goodman (NUR '83)
 David S. Penzias (SEAS '81)
 Cheryl R. Saban (FAS '82)
 One freshman to be elected.

Graduate-Professional Students

Mitchell J. Blutt (Medicine)
 Nancy R. Csaplar (Ann)
 Jane Dickson (Gr FAS)
 Christopher M. Furlan (Dental)
 T. Keith Grove (Vet)
 Bruce W. Johnson (Gr FAS)
 Deborah M. Loitman (GSFA)
 Amy Lyman (Gr Ed)
 Stephen Marmon (Wh Grad)
 Ronald L. Mersky (SEAS)
 John A. Nelson (Law)
 Nadine O'Connor (Gr FAS)
 Carol Marsh (Nursing)
 Phyllis A. Vander Els (Social Work)

(continued on page 7, past Supplement)

*Observer

Council and Independent University Committees 1980-81

Much of the work of the Council is done through its standing committees. They are chosen each spring through the Committee on Committees, which makes its recommendations after issuing a campus-wide call for nominations. The Committee on Committees also recommends members for the Independent Committees. Appointments to all of these committees are made by the Steering Committee.

Council Committees

Bookstore Committee

Chairman Brian J. Spooner (anthropology)

Faculty

Jonathan Black (orthopaedic surgery)
Terry Friesz (engineering)
Peter Gaeffke (Oriental studies)
Hendrik F. Hameka (chemistry)
Charles Pappas (restorative dentistry)
Charles R. Wright (communications)

Administration

Hamilton Elliott (archives)
R. Anne Mengel (provost's office)
Leon Rosenson (School of Medicine)
Miriam Solomons (economics)

Students

Phil Carlson (Wharton '81)
Perry Dean Peckham (SPUP/Law)

Ex officio Barry H. Vitow (director, University Bookstore)

Committee on Committees

Chairman John A. Lepore (civil and urban engineering)

Faculty

Stella Y. Botelho (physiology)
Henry M. Hoeningwald (linguistics)
Renata Holod (history of art)
Fred Karush (microbiology in medicine)
Almarin Phillips (law and public policy)

Administration Andrew J. Condon (student life)

Students

James Cassidy (FAS'81)
John Nelson (Whar Gr. Law)

A-3 invitee Joseph F. Kane (radiation safety)

Communications Committee

Chairman Frederick V. Brucher, Jr. (chemistry)

Faculty

Raymond S. Berkowitz (electrical engineering)
Adelaide M. Delluva (biochemistry in veterinary medicine)
Clifford H. Jordan (nursing)
William T. Kelly (marketing), *chairman-elect*
Paul J. Korshin (English)
Daniel Malamud (biochemistry in dental medicine)
Paul Nemir, Jr. (surgery)

Administration

Tobe Amsterdam (alumni affairs)
Karen Freedman (Wharton)

A-3 Staff

Una Deutsch (chaplain's office)
Inga Larson (Wharton)

Students

Cheryl R. Saban (FAS '82)
Stephen Johnson (Med)
Peter Shapiro (Law)

One undergraduate student to be appointed

Ex officio Mary Perot Nichols (director of communications)

Community Relations Committee

Chairman Michael Katz (education)

Faculty

Sylvia G. Brown (classical studies)
Christ Ftacfas (astronomy)
Alan C. Kors (history)
James M. Larkin (education)
Herman Levin (social work)
Herman Segal (oral medicine)
Anthony R. Tomazinis (city planning)

Administration

Jeffrey A. Bishop (development)
Gary M. Kelsey (minority recruitment)
Nancy Moses (Philadelphia studies)
Carrie B. Spann (CWEP)

Students

Deborah R. Sackner (FAS '81)
Maria E. Varnavis (social work)

Ex officio

Ronald Bond (director, recreation)
Richard H. Buford (director, real estate development)
Thomas C. Corl (director, community relations)
Stephen Goff (director, Annenberg Center)

Educational Planning Committee

Chairman David DeLaura (English)

Faculty

Mark B. Adams (history and sociology of science)
Morris Arnold (law)
Jean Crockett (finance)
William C. Forsman (chemical engineering)
Sydney Friedman (medicine)
Charles S. Goodman (marketing)
Larry Gross (communications)
Dorothea J. Hurvich (psychology)
Fred Karush (microbiology/medicine)
Victoria Kirkham (romance languages)
Alfred K. Mann (physics)
Norman Oler (mathematics)
Philip Rieff (sociology)
Truman G. Schnabel (medicine)

Students

Alice Beck (FAS '81)
Jeanne Anne Campbell (GrF)
Marc A. Feigen (FAS '83)
Bruce Johnson (Wh Gr)
Amy Lyman (Gr Ed)

Ex officio

Paul Bender (Chair, steering committee)
Benjamin S. P. Shen (associate provost)

Facilities Committee

Chairman

Martin Pring (physiology)

Faculty

Gordon W. Ellis (biology)
Bertram Greenspun (physical medicine and rehabilitation)
Melvyn A. Hammarberg (American civilization)
Harbison Pool (education)
Thomas Reiner (regional planning)
James C. Saunders (otorhinolaryngology)
Vukan R. Vuchic (civil engineering)

Administration

Mary G. Beermann (residential living)
Donald Jacobs (dining service)
Mary Spata (student life)

A-3 Staff

Yola Green (education)
Harry Hance (veterinary medicine)

Students

James G. Dinan (Wh '81)
Timothy W. Hurckes (Wh '82)
Donald W. Rucker (Med)
Richard B. Schlenger (Wh Gr)

Ex officio

Thomas C. Corl (director, community relations)
Leslie Pochos (acting registrar)
Fred A. Shabel (vice president for operational services)

Staff

Virginia J. Scherfel (assistant to vice-president for operational services)

International Programs Committee

Chairman F. Hilary Conroy (history)

Faculty

Maria Z. Brooks (Slavic languages)
Marilyn H. Hess (pharmacology)
George B. Koelle (pharmacology)
Ann E. Mayer (legal studies)
Kathryn K. McMahon (romance languages)
Adrian R. Morrison (animal biology)
Alois Nowotny (periodontics)
Noah S. Prywes (computer and information science)
Donald E. Smith (political science)
Jay N. Zemel (electrical engineering)

Students

Gary Seifrit (Wh '81)
Patrick Sun (Wh '81)
David Levy (Wh Gr)
John H. Rich (Law)

Ex officio Humphrey Tonkin (coordinator, international programs)

Library Committee

Chairman Roger M. A. Allen (Oriental studies)

Faculty

Andrew R. Baggaley (education)
Arthur I. Bloomfield (economics)
Peter Conn (English)
Alfred P. Fishman (medicine)
Robert Koch (astronomy)
Sukhamay Lahiri (physiology)
Janet R. Pack (public policy)
Brian J. Spooner (anthropology)
Iraj Zandi (civil engineering), *chairman-elect*

Administration Ronald J. Caridi (director, CGS)

Students

Donald E. Baker (Wh '83)
Khurshid Bolt (Gr Fac)

Ex officio Richard DeGennaro (director of libraries)

Personnel Benefits Committee

Chairman Richard S. Woods (accounting)

Faculty

June Axinn (social work)
Janice R. Bellace (legal studies)
Ira M. Cohen (mechanical engineering)
Roselyn Eisenberg (microbiology in veterinary medicine)
Igor Kopytoff (anthropology)
Douglas G. Olson (insurance)
Frederick Share (radiation therapy)
Robert Stein (medicine)

Administration

F. Graham Luckenbill II (annual giving)
Barry Stupine (Vet School)
Joann V. White (student financial aid)

A-3 Staff

Roosevelt Dicks (operational services)
Ruth Manwaring (music)

Ex officio

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

Graduate student invitee Jay Ticker (Wh/Law)

Committee on Recreation and Intercollegiate Athletics

Chairman Sheldon A. Steinberg (veterinary neurology)

Faculty

Howard Brody (physics)
Peter Conn (English)
Helen C. Davies (microbiology in medicine)
Hendrik F. Hameka (chemistry)
Robert J. Kreb III (physical medicine and rehabilitation)
William Lee (civil engineering)
Charles J. McMahon, Jr. (materials science and engineering)
Erwin R. Schmidt, Jr. (surgery)
Sally H. Zigmund (biology)

Administration

Dennis Cochran-Fikes (W. E. B. DuBois House)
George S. Koval (student financial and administrative services)

Alumni

Helena Grandy
H. Hunter Lott, Jr.

A-3 Staff

Louise Andrews (veterinary medicine)
Joseph Guerrero (physics)

Students

Allison Accurso (FAS '81)
Kevin Moran (FAS '82)
Francisco Gonzalez (Law)

Ex officio

Charles Harris (director, recreation and intercollegiate athletics)
Janis I. Somerville (vice provost for University life)
Willis J. Stetson, Jr. (director of admissions)

Committee on Research

Chairman Stephen Gale (regional science)

Faculty

Max Caspari (physics)
Nabil Farhat (electrical engineering)
Jacqueline Fawcett (nursing)
Sherman Frankel (physics)
Paul Kleindorfer (management)

(Continued on page 8)

Noam Lior (mechanical engineering)

Bryan E. Marshall (anesthesia)

Gregory L. Possehl (South Asia)

Chester Zmijewski (pathology)

Students

Gregory S. Cooper (FAS '82)

Shawn P. Foley (FAS '81)

Robert B. Stephenson (Med)

Mary Ziemer (Gr Nur)

Ex officio

Louis Girifalco (vice provost for research)

Anthony Merritt (director, research administration)

Safety and Security Committee

Chairman Carol Tracy (women's center)

Faculty

Ronald F. Coburn (physiology)

Nancy B. Ellis (occupational therapy)

John A. Lepore (civil engineering)

Dorothy Sheahan (nursing)

Samuel Sylvester (social work)

Administration

Peter R. Bent (education)

Martha Z. McConnell (athletics)

A-3 Staff

Mary R. Davis (engineering)

Virginia Wojtowicz (radiation safety)

Students

Lori S. Bear (FAS '81)

Mark S. Czucker (Wh '83)

Donna M. Alexander (Vet)

Brian DiMarco (Gr Eng)

Ex officio

Mary G. Beermann (director, residential living)

David L. Johnston (director, public safety)

Robert McKain (director, physical plant)

Student Affairs Committee

Chairman Elizabeth Flower (philosophy)

Faculty

Steven C. Batterman (bioengineering)

Arthur A. Dole (education)

Denise A. Koval (nursing)

Gerald Prince (romance languages)

Alexander Riasanovsky (history)

Humphrey Tonkin (English)

Harold A. Wurzel (pathology)

Administration

Valerie Swain Cade (Act 101)

Newell Y. Shaw (Wharton)

Students

Lisa A. Blumenfeld (Wh '83)

Kim D. Saunders (Wh '82)

Christopher M. Furlan (Dent)

Philip R. Recht (Law)

Ex officio

Allison Accurso (chairperson, UA)

Stephen Marmon (chairperson, GAPSA)

Janis I. Somerville (vice provost for University life)

Committee on Undergraduate Admissions and Financial Aid

Chairman John A. Kastor (medicine)

Faculty

Kenneth R. Atkins (physics)

Lee V. Cassanelli (history)

Christian C. Day (legal studies)

Nancy O. DeBasio (nursing)

Kenneth A. Fegley (systems engineering)

Kathryn K. McMahon (French)

Paul Shaman (statistics)

Jeffrey Tigay (Oriental studies)

Wayne L. Worrell (materials science)

Deans' Representatives

Morris Cohen (decision sciences, Wharton)

John D. Keenan (civil & urban engineering, SEAS)

Marian B. Sherman (student recruitment, Nursing)

Paul Zingg (assistant to dean for admissions, FAS)

Administration Eric Van Merkensteijn (Wharton)

Students

Jeffrey A. Ditesheim (FAS '81)

David A. Vise (Wh '82)

Jill A. Weinrott (FAS '81)

Timm Whitney (FAS '81)

One graduate student to be appointed

Ex officio

William Schilling (acting director, student financial aid)

Janis I. Somerville (vice provost for University life)

Willis J. Stetson, Jr. (director, admissions)

Second Notice: Honorary Degree Nominations

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

Committee members include:

S. Reid Warren, Jr., chairperson, 201 Moore/D2

Dale Borenstein, Box 743, 3901 Locust Walk/B8

Martha Hennessey, 4810 Beaumont Ave., Phila. 19143

Henry Hiz, 610 Williams/CU

Harold Lief, Room 210, 4025 Chestnut/T2

Victor H. Mair, 849 Williams Hall/CU

James Pickands III, E-243 Dietrich Hall/CC

Jack E. Reece, 207 College Hall/CO

Philip Rieff, 458 McNeil/CR

George Rochberg, 113 Music Annex/D8

Truman G. Schnabel, 1 Gibson, HUP/G1

Eliot Stellar, 243 Anatomy-Chemistry/G3

Independent Committees

Budget Committee

Chairman Curtis R. Reitz (University counselor)

Vice-Chairman Thomas W. Langfitt (vice-president for health affairs)

Executive Officer Jon C. Strauss (vice-president for budget and finance)

Faculty

Erling E. Boe (education)

Robert E. Forster (physiology)

Irving B. Kravis (economics)

James R. Ross (philosophy)

Administration

***Morris S. Arnold** (vice president-director, office of the president)

***Manuel Doxer** (executive director, administrative services, provost's office)

***Louis A. Girifalco** (vice-provost for research)

***Arthur F. Hirsch** (assistant vice-president, operational services)

***Joseph F. Kane** (radiation safety)

Mark S. Levitan (executive director, University hospital)

***William G. Owen** (vice-president for development)

***David H. Ramey** (special assistant to the director of the president's office for affirmative action)

Benjamin S. P. Shen (associate provost)

Janis I. Somerville (vice-provost for University life)

Students

Craig Johnson (Wharton '82)

Stephen Marmon (Wh Gr)

Marc Shandler (FAS '82)

Jay Ticker (Wh Gr/Law)

Ex officio **David DeLaura** (chairman, Educational Planning Committee)

Staff

Alfred F. Beers (associate comptroller)

Margaret A. McGee (assistant to the vice-president for budget and finance)

Disability Board

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

Faculty

Earl S. Barker (medicine)

Claire M. Fagin (nursing)

R. Bruce Heppenstall (orthopaedic surgery)

Robert L. Mayock (medicine)

James Mullen (surgery)

Edgar A. Perretz (social work)

Robert A. Zelten (insurance)

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

Ex officio **Richard S. Woods** (chairman, Personnel Benefits Committee)

Faculty Grants and Awards Committee

Chairman **Alice Kelley** (English)

*Observers

Faculty

Isabel Elaine Allen (statistics)

Ivar Berg (sociology)

Jerry Donohue (chemistry)

Sergio A. Jimenez (medicine)

Dalia Judovitz (romance languages)

Keuben E. Kron (psychiatry)

Sidney Shore (civil engineering)

Ex officio **Stephen Gale** (chairman, Committee on Research)

Honorary Degrees Committee

Chairman **S. Reid Warren, Jr.** (electrical engineering)

Faculty

Henry Hiz (linguistics)

Harold Lief (psychiatry)

Victor H. Mair (Oriental studies)

James Pickands III (statistics)

Jack E. Reece (history)

Philip Rieff (sociology)

George Rochberg (music)

Truman G. Schnabel (medicine)

Eliot Stellar (physiological psychology)

Students

Martha Hennessey (Wh Gr)

Dale Borenstein (SAMP '81)

Committee on Open Expression

Chairman **Ralph S. Spritzer** (law)

Faculty

Leonard M. Lodish (marketing)

Barbara J. Lowery (nursing)

Rob Roy MacGregor (medicine)

Michael L. Wachter (economics)

Administration

Joseph Bordogna (Moore School)

Jack E. Reece (history)

A-3 Staff **Hedwig DeRienze** (registrar's office)

Students

Robert Bleckman (FAS '83)

Lee Brown (Wh '83)

J. Craig Fong (Law)

G. Daniel Marino (GrF)

Peter T. Shapiro (Law)

Student Fulbright Awards Committee

Chairman **Adnan Haydar** (Arabic)

Faculty

Edward F. Glynn (engineering)

Frank I. Goodman (law)

Kathryn K. McMahon (romance languages)

Michael Meister (history of art)

Daniel J. O'Kane (biology)

Stephen Putman (city planning)

Martin B. Wolfe (history)

Administration

Joseph T. Looby (fine arts)

Michelle Maskiell (FAS advising)

Ex officio **James B. Yarnall** (program officer, international programs)

Council: Split Straw Votes on the Judiciary

At the September 24 meeting, Council discussed without action its two main agenda items—the United Way and the Judiciary—and referred to the Steering Committee a motion for Council review of presidential selection procedures. It will be studied in the light of the October 14 Senate meeting's outcome. The text:

Whereas there has been controversy recently about the procedures involved in the selection of the president of the University;

And whereas these procedures still have not been codified in the Statutes of the Corporation, as recommended by both the 1970 and 1979 Task Force on Governance;

And whereas it seems appropriate that such review now occur so that controversy about these procedures may be reduced in the future;

The University Council hereby calls for the creation of a special ad hoc group to review the procedures involved in the selection of the president of the University. This group should include students, faculty, staff and administration. It should report its recommendations back to the Council no later than March 15, 1981. The members of this group should be appointed by the Steering Committee upon recommendation from the appropriate constituency bodies.

On the United Way: President Martin Meyerson named Dean Louise Shoemaker to chair this year's campus committee; she will advise on the implementation of the new donor option plan (*Almanac*, September 16) and on equal visibility for member and non-member agencies.

On the Judiciary: Action was delayed for Steering Committee review, but straw votes were taken on two controversial proposals: one, to adopt an all-student judiciary in place of the present all-University one (but with traffic cases taken out of its jurisdiction) and the other, to specify that attorneys be barred as advisors in hearings (the present procedure does not specifically rule them out). On the first question the vote was 12 for a student judiciary, 14 for the all-University model, and one for a judiciary to hear only student cases but with faculty and students adjudicating. On the second, the vote was 13-13 for and against allowing attorneys, with none in favor of remaining "unspecified." Time ran out before discussion could be held on some issues raised from the floor—including the proposal that no judicial inquiry officer have the power to

negotiate an informal settlement (i.e., without a hearing) that includes suspension.

Other Council News: A motion to request delay of the trustees' adoption of a Policy on Institutional Response to External Issues (Draft for Comment, *Almanac* September 9) was withdrawn after Secretary of the University Mary Ann Meyers said the trustees have already rescheduled their deliberations (to January) to allow time for campus response.

During the illness of Dr. Michael Wachter, Professor Ralph Spritzer will serve as acting chair of the Committee on Open Expression.

In response to inquiry, Mr. Meyerson said First Pennsylvania Bank "is not lending to South Africa." One loan, originally \$4.85 million, has \$2.3 million outstanding and will not be renewed, he has been advised.

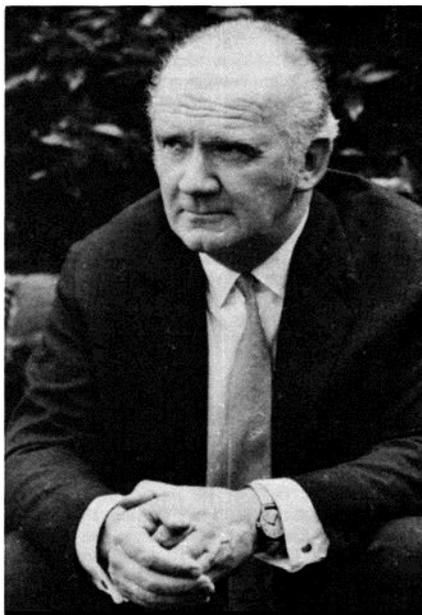
Provost Vartan Gregorian thanked Council for its expressions of appreciation at the September 17 meeting. He gave a list of reports to be issued this month, including a five-year report on FAS, a two-year report on the provostship, and one on athletics by DRIA Director Charles Harris.

PENN PEOPLE

A knighthood go unnoticed? Not even if it's announced ten months late. A man called Peter (Shepherd, dean of GSFA between 1971 and 1979) was dubbed **Sir Peter Shephard**, C.B.E., last New Year in the honors list of Queen Elizabeth II. Sir Peter remains professor of architecture and environmental design here, and practices what he professes on both sides of the Atlantic: in London he is at work on a project for the Queen Mother, while in Philadelphia the Penn campus is being restored, little by little, according to a master plan he produced with faculty and student colleagues in 1977. For a flashback to the master plan, see this week's back-page essay.

In honor of his service as general counsel of the Department of the Treasury, University Professor of Law and Finance **Robert H. Mundheim** recently received the Alexander Hamilton Award, the Treasury's highest awards, from Treasury Secretary G. William Miller. Among other things, the award cites him for "a leading role in the drafting, passage and implementation of two major new Federal guarantee programs: the New York City Loan Guarantee Act of 1978 and the Chrysler Corporation Loan Guarantee Act of 1979."

As Law Professor and former radio engineer **Curtis Reitz** leaves the chair of the WXPB Governing Board this fall (to head the Budget Committee), his successor is Law Professor and former radio-TV engineer **Morris Arnold**, also vice president in charge of the office of the president. Mr. Reitz was a WXPB staff member as an undergraduate at



John Donat

Sir Peter Shephard

Penn, eventually rising to station manager. Mr. Arnold's early career included engineering and production for stations in Texas and Louisiana, and he participated in CBS's pioneering Earlybird satellite launch.

Wharton's director of administrative services, **Eric C. van Merkensteijn**, has taken on new responsibilities, as associate dean for financial and central services. Mr. van Merkensteijn held his previous position since March 1975, and is a lecturer in manage-

ment, accounting and public management.

The Institute of Medicine recently elected Dental School Dean **D. Walter Cohen** to its membership. Chartered in 1970 by the National Academy of Science, the institute enlists distinguished members of medical and other professions for the examination of health policy issues, such as access to health care by minorities and the handicapped, the medical basis for retiring airline pilots at 60, and effects of stress on health.

Murray G. Murphey, professor of American civilization, will serve two more years on the Council of the Inter-University Consortium for Political and Social Research (ICPSR). He was first elected to the international organization that provides resources for research and instruction in the social sciences in 1978.

The A-3 Assembly's new representative to the *Almanac* Advisory Board, **Una L. Deutsch**, has been an *Almanac* reporter for many years: recording deaths in the University family and advising of memorial services has been a spin-off of her job as secretary to the chaplain, Rev. Stanley E. Johnson. Her new volunteer role calls for her to give the editors feedback on A-3 staff needs in *Almanac* as well as reporting A-3 Assembly positions on University issues. Mrs. Deutsch succeeds Virginia Hill Upright, who left the University in July for a new position.

A memorial service for the late **Dr. Esther Lazarus**, a noted social worker, administrator and teacher, was held at the School of Social Work on October 3. Dr. Lazarus died June 16.

Exhibits

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.

October 15-February 15, 1981 African sculpture from the University Museum collection. More than 20 masks and statues from Sub-Saharan Africa selected for their beauty and significance. At the University Museum.

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*.

October 15 V.I. Pudovkin's *Mechanics of the Brain*; Sergei Eisenstein and Grigori Alexandrov's *Que Viva Mexico!*

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.

International Cinema, Series 8

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.

October 15-16 *Coronel Delmiro Gouveia* and *The Flour Mill House*, 7:30 p.m. *Picnic at Hanging Rock*, 9:30 p.m.

October 17 *Picnic at Hanging Rock*, 4 and 7:30 p.m. *Coronel Delmiro Gouveia* and *The Flour Mill House*, 9:30 p.m.

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

University Museum

Children's Film Program

October 11 *Ivanhoe!*

October 18 *The Man who could work Miracles*

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

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 12 *Princess Youg Kwei-Fei*

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

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

Music

October 9, 16 PUC sponsors Entertainment at 11 a.m., a weekly series of live performances in the Houston Hall Gallery.

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.

Special Events

October 9 Reception for women faculty and administrators, 4-6 p.m. in the Houston Hall Rathskeller. HERS Director Dr. Cynthia Secor speaks; the Women's Faculty Club sponsors.

October 10 To start its tenth anniversary year, WEOUP (Women for Equal Opportunity at the University of Pennsylvania) brings Congressman Bill Gray to lunch at noon in the Faculty Club. To attend the luncheon and/or hear his talk at the installation of WEOUP's first black president call Ms. Levinson, Ext. 8611, or Ms. Robinson, Ext. 4481 or 6600.

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 Arboramble 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.

Sports (home schedules)

Ticket information: Franklin Field ticket office, Ext. 6151.

Cross Country October 18: men's and women's Big Five Meet at Fairmount Park's Belmont Plateau.

Field Hockey 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 17: vs. Cornell, 2 p.m.; October 31: vs. Navy, 7 p.m. All games at Franklin Field.

Varsity Football 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 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 Volleyball October 9: vs. Trenton State, 6 p.m. at Weightman Hall.

Talks

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

Dr. Paula Ben-Amos, research associate for Africa, on *Treasures of Ancient Nigeria*, a slide lecture illustrating Nigerian culture, 6 p.m. at the University Museum. \$3 for Museum members and \$5 for non-members.

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.

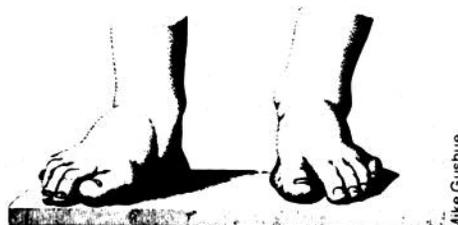
First Annual Dean's Distinguished Lecture sponsored by the School of Nursing. Rhetaugh Dumas, deputy director of the National Institute for Mental Health on *Mental Health Issues for the 80s: The View from NIMH*. NEB auditorium at 4 p.m. A wine and cheese reception follows.

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.

October 10 Professor David S. Landes, Harvard University, on *Finding the Time: The Invention of the Mechanical Clock in Medieval Europe*, and Dr. Joan Mark, Harvard, on *The American Indian as Anthropologist: the Case of Francis La Flesche*. Sponsored by the history department and the department of history and sociology of science. History lounge on the second floor of College Hall at 4 p.m.

October 11 *The Religion of Ancient Egypt*, a series of non-credit lectures on the major aspects of Egyptian religion in light of recent discoveries and discussions. At the museum's Rainey Auditorium, 10:30 a.m. Fee is \$50 for Museum members and \$70 for non-members. Information: Ext. 4026.

October 13 Yeshayahu Nir of the Hebrew University Communications Institutions on *Society and History in 19th Century Photography in the Holy Land*, Annenberg School 124 at 4 p.m.



Mike Gushue

Dr. Erwin R. Schmidt, associate professor of orthopaedic surgery, *You can be replaced*. This is the first of this semester's Brown Bag Seminars. West Lounge of Houston Hall at 1 p.m.

Dr. Charles DeLisi of the National Cancer Institute on *Some Physical Chemical Aspects of Ligand-Receptor Interactions*, Towne Building 337 at 3:30 p.m. Coffee served at 3 p.m.

October 15 The IEEE Philadelphia section on engineering in medicine and biology and the bioengineering society present *Biomedical Engineering and the Delivery of Health Care*, Towne Building 337 at 7 p.m. Information: Dr. K. R. Foster at Ext. 8534.

October 15-18 *Changing Concepts of the Nervous System*, a symposium in neurobiology sponsored by the School of Medicine's anatomy department. For more information call Dr. Frank Pepe of the anatomy department at Ext. 8059.

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:

Anatomy-Chemistry Building: near Room 358;

College Hall: basement;

Dental School: first floor;

Dietrich Hall: first floor, outside E-108.

Franklin Building: near Personnel (Room 130);

Johnson Pavilion: first floor, next to directory;

Law School: Room 28, basement;

Ledy Labs: first floor, outside Room 102;

Logan Hall: first floor, near Room 117;

LRSM: first floor, opposite elevator;

Richards Building: first floor, near mailroom;

Social Work/Caster Building: first floor;

Rittenhouse Lab: east staircase, second floor;

Towne Building: mezzanine lobby;

Veterinary School: first floor, next to directory;

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

Administrative/Professional Staff

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

Archivist, Museum (3453) fulfills all requirements for position as specified in NEH and NHPRC Grant awards and general archival duties (five years' archival experience; completion of archival training program; MA in history, American civilization, archaeology, anthropology or MLS with advanced studies in preceding disciplines) \$16,325-\$22,000.

Assistant Director (03055) \$23,600-\$33,250.

Assistant Director, Telecommunications (3257) \$14,200-\$19,625.

Assistant to Executive Director Student Financial and Administrative Services (3454) assists with daily activities and special assignments; analyzes and prepares reports; performs financial duties and budgetary review; provides liaison with appropriate departments (degree with advanced graduate work in business administration preferred; financial, budgetary and administrative experience necessary; should have mature judgment, analytical skill, familiarity with University structure) \$16,325-\$22,600.

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

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

Business Administrator (B0641) \$11,400-\$15,800.

Business Manager (B0681) responsible for all financial and business matters of department, particularly the development and administration of the systems and programs required for sound fiscal planning of a publishing operation (degree in business administration and/or accounting and related experience, or advanced business education; demonstrated knowledge of business practices relating to publishing and other commercial operations) \$16,325-\$22,600.

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

Detective (2 positions) (3457) responsible to the supervisor of detectives, investigates criminal activity on campus, using the full range of techniques necessary for conviction in a court of law; assists police officers; performs various plain-clothes security functions, performs other investigative work as assigned (graduation from Basic Police Academy, ability to community with others, knowledge of investigative techniques, excellent writing skills) \$12,375-\$17,425.

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

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

Junior Research Specialist (7 positions) \$11,400-\$15,800.

Judicial Inquiry Officer (3453) responsible for investigation and administrative resolution of violations of University regulations governing personal conduct; for presentation of findings to University court or for informal settlement with parties concerned (degree; graduate degree preferred; previous University administrative and/or teaching experience is desirable) \$16,325-\$22,600.

Librarian II (3426) \$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) no longer accepting applications.

Nurse Practitioner I (B0670) \$14,200-\$19,625.

Production Control Technician (3375) monitors production running of computer processes for success or failure; monitors and produces reports concerning our on-line storage of data and libraries (one year's programming experience; good working knowledge of JCL in an OS environment) \$14,200-\$19,625.

Programmer Analyst I (2 positions) (B0360) (B0652) \$14,200-\$19,625.

Publications Editor/Writer (B0668) \$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 Coordinator (B0684) validates energy data; provides advisory reviews; prepares studies in energy information; provides evaluations of models and analyses (degree in statistics with knowledge of energy data, information validation and modeling; two or more years' experience; knowledge of APL and FORTRAN) \$14,200-\$19,625.

Research Specialist I (4 positions) (B0653) (B0429) (B0637) (B0597) \$12,375-\$17,425.

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

Staff Writer II (3408) no longer accepting applications.

Stationary Engineer (2 positions) (03190) (03193) Union wages.

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

Support Staff

Administrative Assistant I (4 positions) (B0618) (03017) (3409) (3444) \$8,775-\$10,850.

Administrative Assistant II (2 positions) (3452) (3451) \$9,400-\$11,675.

Admissions Assistant secretarial duties; interviews prospective applicants; arranges itineraries for campus visitors; makes meeting and travel arrangements; supervises student works (articulate and able to work under pressure; some college courses preferred; four to five years' secretarial experience) \$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.

Clerk IV (3 positions) (3436) (3454) (3455) \$8,250-\$10,150.

Coordinating Assistant I (B0672) \$9,400-\$11,657.

Coordinating Assistant I (2 positions) (B0669) administers data collection and organizes files for data analysis; administers questionnaire for epidemiologic surveys (skills for in-person and phone interviews for case control epidemiology studies; organizational skills; training); (3320) prepares daily input, maintains batch controls; prepares weekly DP documents; maintains controls and schedules for receipt and distribution of all source documents, input output data, process exceptions reports; trains and supervises part-time employees (high school graduate; training in computer operations; two years' experience; ability to keypunch; experience with CRT helpful) \$9,400-\$11,675.

Coordinating Assistant II (3215) \$10,700-\$13,450.

Coordinating Assistant II (2 positions) (03197) maintains and updates records; prepares reports, drafts correspondence; coordinates faculty-recruiter lunch programs; assists in preparation of itinerary; disseminates publications and maintains up-to-date mailing list (mature judgment, organizational ability, good typing and writing skills); (B0614) types, takes dictation and composes routine correspondence; edits communications manuscripts and articles; arranges appointments, conferences, meetings and contacts with industry executives and government officials (excellent typing, shorthand and dictaphone; degree and experience totaling ten years) \$10,700-\$13,450.

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

Data Entry Operator (3441) enters and verifies alpha-numeric and numeric information in prescribed formats (high school graduate; two years' professional experience; some experience on IBM 129 or trainee IBM 3741 Data Entry Station) \$8,250-\$10,150.

Duplicating Machine Operator I (3 positions) (B0654) (B0662) (B0663) \$6,325-\$7,625.

Electrician I (2794) Union wages.

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

Electronic Technician I (B0399) assembles and tests electronic and mechanical equipment (AS in electronics or equivalent; experience at assembly and testing electronic equipment) \$9,600-\$11,700.

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.

Mail Carrier (3438) sorts, bags, ties, rates and delivers mail on campus; pickups and delivers mail to and from 30th Street Station (able to handle heavy mailings and drive truck; knowledge of postal operations helpful) Union wages.

MCST Operator (2 positions) \$8,250-\$10,150.

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

Operator II, Office Automation (B0651) \$8,250-\$10,150.

Parking Attendant (3437) operates parking facility (cashiering skills) Union wages.

Plumber (3424) fixes leaky faucets; installs soil lines; contracts and repairs all plumbing fixtures; troubleshoots jobs independently (high school graduate; completion of approved apprenticeship program; five years' experience as a journeyman plumber; valid driver's license) Hourly wages.

Project Budget Assistant (B0666) \$8,775-\$10,850.

Radio Station Technical Director (B0603) no longer accepting applications.

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

Receptionist (B0242) greets patients, takes and relays messages; answers phone, files (high school graduate) \$6,725-\$8,175.

Receptionist, Medical/Dental (3233) no longer accepting applications.

Receptionist, Medical/Dental (2 positions) (3450) greets patients, checks forms, schedules dual mode appointments, processes patients' billing (high school graduate, two years' dental office experience); (3447) registers patients for school, insures that patients' forms are completed properly, answers telephones, files cards (high school graduate, some dental experience helpful) \$7,700-\$9,425.

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

Research Bibliographer I (03431) \$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 (2 positions) (B0519) (B0624) \$9,600-\$11,700.

Research Laboratory Technician III (15 positions) \$10,700-\$13,125.

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

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

Secretary III (18 positions) \$8,250-\$10,150.

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

Senior Admissions Assistant (03107) no longer accepting applications.

Sergeant (2 positions) (3456) first line supervisor for those performing the primary duties of the department police officer shift commander, assigns duties and oversees the activities of the officers assigned to the shift (police commission, completion of one year active service, pass written and oral examination) \$13,815-\$17,685.

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

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

Subscription Assistant (3417) processes subscription orders and maintains all records; handles routine correspondence, updates computer files as needed; assists in preparation of post office and inventory reports; handles complaints; corresponds with foreign subscribers (degree and three years' related experience preferred; ability to supervise others; knowledge of office procedures) \$8,775-\$10,850.

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

Was it only three years ago that a world-renowned landscape architect could still rightly say Penn's image was "tarnished" by its physical appearance? Looking at Blanche Levy Park today, and at other effects of the Program for the Eighties and alumni class giving, it is hard to remember the way we were. Nobody loved the grim, patched asphalt and scarred lawns, but few imagined that it could soon be otherwise—or that the change would have such ripple effects on recruiting, alumni response and faculty/staff morale. The job is not over (more in future weeks on that), but as work spreads out from campus core to the remaining walkways and plazas, here is some of the language that launched the massive reclamation of...

The Spaces in Between

by Sir Peter Shephard

The purpose of a University campus is to provide a setting for the life of the University. Much of that life of course takes place in buildings and its richness depends on the quality of these buildings. But there is also a large part which goes on outside buildings, in the landscape. The daily passage of people in the landscape should provide a nexus of meetings, of recreation, or merely of relaxation, all of which greatly enrich University life.

If a campus has an image in the mind as a place to be loved and admired it is likely to be formed not so much by the buildings as by the spaces in between. When people say Venice is a beautiful city, they speak not so much of the interiors of its buildings—which few of them see—as of the squares and streets and the life that goes on there; some cities, like Paris, have a splendid image in spite of mediocre architecture, because of the delightful layout of streets and boulevards. A university is a kind of small city, where people gather for a common educational purpose, but where much of the value and pleasure of being there comes from the daily life of the place. The plan of a University, like that of a city, should be a mechanism for enabling things to happen, for the enhancement of life. This is a modest but vital aim, well expressed in Gertrude Stein's remark about the Paris of the 1920s: when asked, what does Paris give you? she said, "it's not so much what Paris gives you as what it doesn't take away."

Penn's image at present is tarnished. After an excellent start around pleasant greens and walks, it is sad to see Cret, Powers and the Olmsted Brothers reporting to the trustees in 1913 in terms which had little effect but are still relevant today: "...at the University of Pennsylvania, as in partially every other institution of its time, growth has proceeded without plan and through mere accretion, advancing step by step through marginal enlargements, into an ever-increasing confusion. This, the universal practice and natural outcome of a lack of initial planning has resulted in a vast agglomeration of buildings, without organic arrangement. It thus lacks convenience of relation between parts; the possibility of proper expansion of departments or of the introduction of new cognate departments in proper relation thereto, unity of architectural character and other advantages of a properly organized plan." In the building booms of later years, there was more attempt to plan, but even the great building boom of the sixties did not create great landscapes. Instead of following Paul Cret's "fixed principle" of creating "open spaces enclosed by buildings and not employed to surround them" these buildings sit in isolation as on a chessboard; moreover, though the buildings themselves were expensive enough, no money was spent on renewing the old landscapes *between* them. Even on College Hall Green, the new buildings simply sit on their platforms, surrounded by a patched-up arrangement of walks and eroded grass, hardly concealing the ghostly curbs and sidewalks of Woodland Avenue. Such landscapes are impossible to maintain: paths in the wrong place cause grass to be trampled; undrained paths cause it to wash away. Much effort is annually wasted in the attempt to keep up the present bedraggled appearance of College Hall Green.

Unfortunately much of the worst landscape occurs in very conspicuous places—the corners of 34th and Walnut streets, 38th Street, College Hall Green—while the excellent older landscapes—Smith Walk and Hamilton Walk—are relatively tucked away. This, combined with a deliberate turning of the backs of buildings to Walnut and other streets, means that Penn presents a poor face to the casual visitor.

Nevertheless, there is much to be thankful for in the legacy of the campus. In all plans, it is sensible to build on whatever excellence exists and our careful evaluation of the campus, which we have set out at some length in this report, shows much that is good. In particular, the decision to close streets and create a pedestrian spine, which led to some shutting out of the city, also gave us, in Locust Walk, a new landscape with some of the quality of the old; we propose, largely by a rearrangement of the services system, to extend this principle further and reduce all internal vehicular traffic to a few cul-de-sacs entering from city streets.

We believe that our proposals can transform the campus and make it one of the most civilized of the urban universities. There may be those who will argue against spending money on this transformation; to them we say this is simply arrears of money that should have been spent before. Seen as a proportion of the more than \$200 million spent on the buildings of the sixties—which themselves caused most of the landscape problems we now aim to solve—it is a modest investment. Moreover, it will produce a relatively maintenance-free campus. The permanent plantings of trees, shrubs, ivy, and grass are designed to mature into a stable landscape whose maintenance calls for the occasional application of intelligence and understanding, rather than constant intensive laboring. The provision of a functional and beautiful path system, with paths where people want to walk, made of lasting materials, properly curbed and drained, will save a considerable sum in recurrent patching and mending of the present makeshift system.

Finally it will be clear that, though we were commissioned to produce a plan for landscape architecture, we have naturally become involved in many other architectural and planning matters, and we have not hesitated to make suggestions about new buildings, traffic, parking, and servicing. The future health of the campus depends on the integration of these things with the landscape and we hope that this plan will be a step toward the end. Again, we see it as a process, which will need constant supervision and re-definition as the future unfolds. Inevitably it will be carried out piecemeal, but like the "Red Books" in which Humphrey Repton advised his 16th-century landlords on the landscaping of their estates, each "improvement" we have suggested is part of an overall vision of the campus as a truly habitable place.

Sir Peter's essay is from the out-of-print Landscape Development Plan of February 1977, developed with a team of faculty and students at the Graduate School of Fine Arts during his deanship.