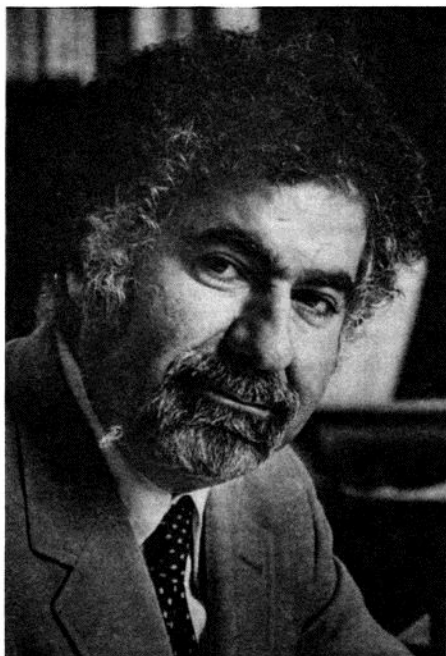


Almanac

Tuesday, October 21, 1980

Published by the University of Pennsylvania

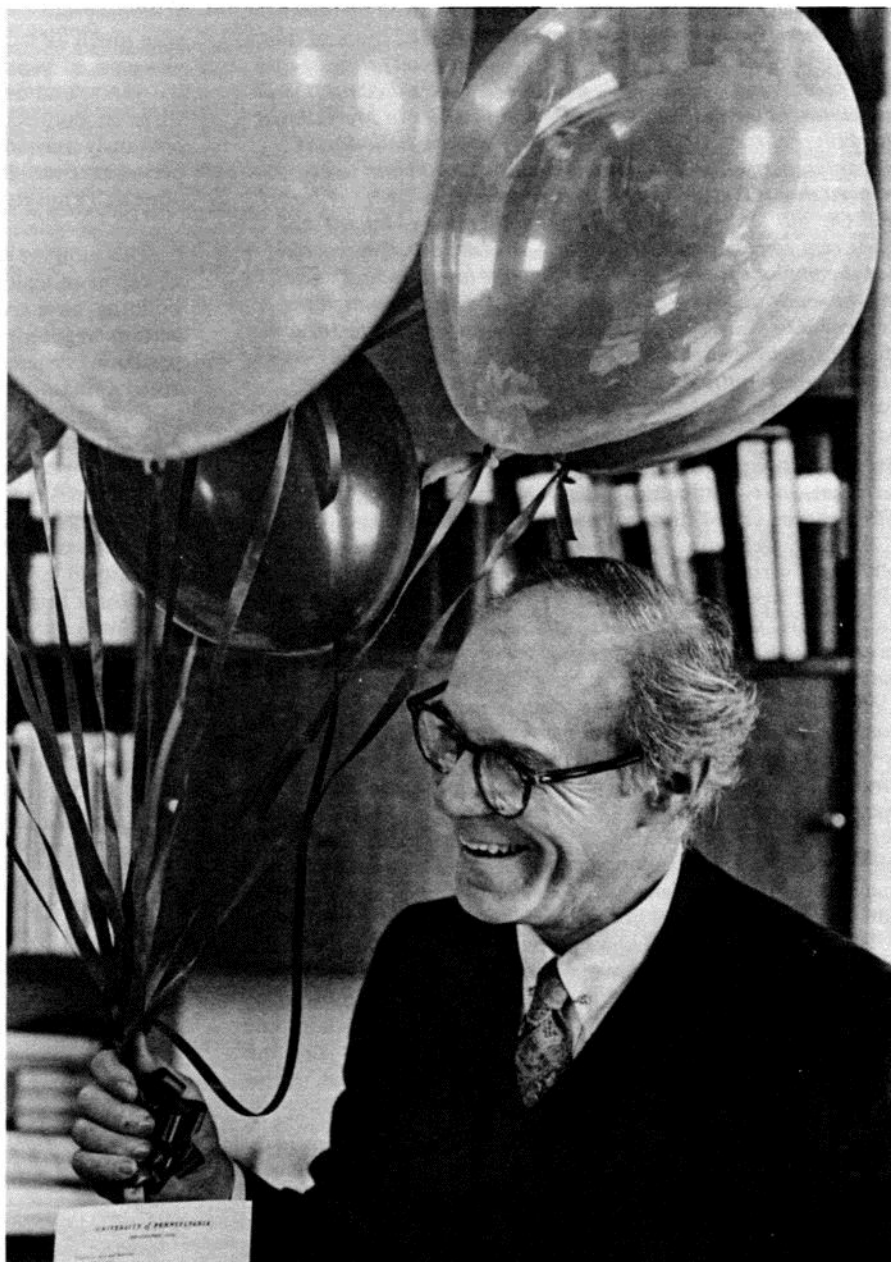
Volume 27, Number 9



Bruce Rosenblum

'With gratitude and affection' for the Senate's resolutions last Tuesday (one, by a vote of 167-127 asked for his nomination for the presidency), Provost Vartan Gregorian told faculty and deans Monday that he declined to have his name placed in nomination. He steps down as provost Friday, and Acting Provost Benjamin Shen takes office (confirmed last Thursday at the Executive Board meeting). For Dr. Gregorian's full statement, and Senate Chair Paul Bender's letter to him on the two resolutions Senate acted on last week, see page 5.

Stated Meeting: The open portion of the Trustees' fall meeting where the nomination of Dr. Sheldon Hackney as president will be acted on, starts at 2 p.m. Friday, October 24, in Weightman Gym. See page 4 for revised rules for the Sunshine meeting.



Michael Spelman

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Celebrating the Nobel Prize

The Royal Swedish Academy of Sciences gives no warning. It just sends the news out from Stockholm, and suddenly in Wynnewood a Benjamin Franklin Professor who thought he knew exactly what he would do that day is, instead, guest of honor at academia's remarkable randomized come-as-you-are-party, the Nobel Prize celebration. For one highlight of the day the Prize came to Lawrence R. Klein of the University of Pennsylvania Faculty of Arts and Sciences, see page 2.

Celebrating the Nobel Prize with Larry Klein

Some Penn people have been tuning in the early news daily, every year about this time, knowing (well, projecting, anyway) that Larry Klein's name must come up soon—it was so long overdue. But the model forecaster wasn't looking ahead: He had stayed up late reading a thesis and when Irving Kravis called at the crack of dawn last Wednesday, he was "sleepy." Then began a steady flow of calls, and the press was at the door. By the time he reached campus, still intent on teaching his 10:30 class, Dr. Klein's office at McNeil was filling with reporters, photographers, wellwishers, balloons. A press conference set, and champagne on ice, he still had to be convinced that it is all right to cut class the day you win the Nobel prize. "Oh, but I must see them; I have something to tell them." Trailing reporters like clouds of glory—and absorbed in teaching one of them what amounts to a short course in economics as he went—he made his way to the classroom. Curiously enough the class seemed to know that something had come up: professor and students beamed at each other as he explained, almost shyly—and, not forgetting to outline next week's work plan with them, he delivered the class into Albert Ando's care and himself again to the press.

Martin Meyerson: Congratulations to Larry Klein, his department, our entire University. When the Nobel Prize in Economics was established not too many years ago, many of us at the University were convinced that this day would come and it was therefore no surprise to a great many of us. It is hard to imagine anyone more worthy of the Nobel Prize in Economics than Larry Klein. In his work in model building, he created both an extraordinarily important analytic field and extraordinarily important applied field for public policy and for private action. But it is very fitting that Larry be the tenth person associated with the University in various ways over its history to receive the Nobel Prize. It is fitting because, as our Provost Vartan Gregorian said this morning, if there is anyone who can properly be called Mr. University, it is Larry Klein.

Larry Klein—as a teacher, as a researcher, as an applier of that scholarship, as a citizen of our institution—has been ready to help that institution and its members in every way possible. Just a concluding human sentence about Larry: there are those who, when they become eminent, seek the company only of others who are eminent. But I have never known any instance in which any person who is attached in any way to the work of Larry Klein, however humble that person might be, didn't have access to Larry Klein. And it is with the greatest sense of joy—and it is a joyful day—that our Provost and I to present to you, Professor Larry Klein, Nobel laureate.

Applause

Dr. Klein: About the only speech that I carry around ready is the state of the economy, and I don't think you want to hear that. But of course this is a day that is not like usual days, and I feel that I have had my normal routine upset a bit starting at 7 o'clock this morning. My feeling is that if one has worked on a subject hard enough, and worked on it for a long, long time, then naturally one is pleased to see it gain some degree of recognition and acceptance. I want to say that most of the work that I have done over the years, contrary to what certain social thinkers believe, has been in teams. Many social thinkers picture the ivory tower, the iconoclast spinning out his own ideas by himself, just as a thought process. But my own work on the materials for which the Prize was awarded was always done in significant research teams, and I think that it is a very effective way to carry on. This work for which recognition is being given has all

been done on the backs of many people—research assistants, research associates, and research colleagues over the years—and I am glad particularly that this recognition has come during the years at Pennsylvania. I have been here now for 22 years and I came here very much attracted by the large degree of academic freedom that was granted to me. I feel in many respects very grateful for that over the years, and am glad to be associated with the awarding of this Prize in connection with the work that was done here. It was obviously started somewhere else, because it went on for a long period of time. But it is fitting, because so much of the work was done at Pennsylvania, that they share in this day. Thank you.

Applause

(Question on his work)

We econometricians, at least the ones who work in model building, have a view of the world in which the economic system has certain regularity, and this regularity can be described by the equation systems governing the laws of motion of society as approximations. We use what we call the "living laboratory," or real life experience of the economy, to get statistical, empirical background; we fit these theories of the functioning of the economy to the living laboratory data, and use it for trying to guide economic decision-making whether that be policies in the hands of public authorities or decision-making in productive enterprises or international bodies. The most visible things we do are periodic forecasts of tendencies in the economy, but in my own mind the most *significant* thing we have done is to give some empirical content to economic reasoning, to give a better understanding of how the economy works, and to be able to give policy makers quantitative guidance for their decisions.

(Question on his relationship to President Carter.)

Yes, I meet, not on a regular basis but from time to time, with the President's advisors and sometimes the President himself. I'm a friend of the administration. I am a friendly critic.

(Question on Carter performance.)

Fair. The principal idea we tried to put across to the President, starting in 1976, was that he should keep a very steady economic policy particularly because his predecessors had very erratic swings in policy. I would say that economic policy has not been steady. Some of that is a consequence of uncontrollable things, but some is of their own making. The other problem, which is a problem of the Presidency, is that it is short-lived, and politicians often choose economic guidance and policy with an eye to immediate response

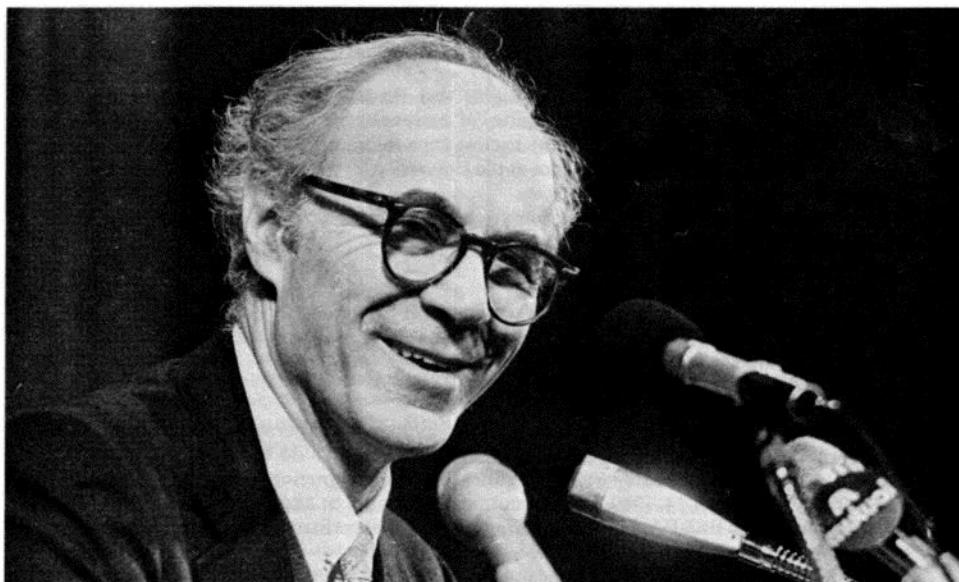
Almanac

3533 Locust Walk/CQ
Philadelphia, Pa. 19104
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The University of Pennsylvania's journal of record and opinion is published Tuesdays during the academic year and as needed during summer and holiday breaks. Guidelines for readers and contributors are available on request.

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and also an eye to the next election. If a presidential term were six years, or if there were more of an automatic renewal process, at least for one other term, then I feel that politicians could do more far-sighted things. As I perceive the economic policy now in the present administration it is getting more and more far-sighted. It took about three years to reach that point, but now it *has* reached that point, and I think it is progressing rather well in that direction...

(Questions on differences among presidential candidates.)

I think there are enormous differences in political and economic philosophy among the candidates, but if you say that the economic system is a living, dynamic thing, as we view it, there is a certain amount of movement and force, momentum, that is in existence at the present time which means that is going to be very hard to have a radically different course in the economy in the next 12 to 18 months...

If the kind of program that President Carter proposed in his last series of measures, late August or early September, were strengthened in a direction that is compatible with what people call the reindustrialization of America and modernization in making America more competitive, we have a possibility of a fairly good and better scenario than otherwise expected for the 1980s.

(Question on what he sees as needed for the economy.)

Various measures to raise productivity, to increase capital formation, to shift America to being a higher saving, higher investment, less spending economy; that is, the shares of saving and investment in total production ought to go up a couple of notches and the share of consumer spending ought to come down and the policies to do that through various fiscal and voluntary measures are the ones that I would recommend: tax credits, depreciation allowances, reconsideration of support for research and development and scientific research.

I feel *very strongly* that from 1968 forward, the academic research community has been undercut, and that we went through a disastrous decade of university deficits, with a low volume of research activity. We paid the price in terms of lower rates of productivity [for the nation], and poor productive mechanism in terms of modernization. We can turn that around, and I think there is evidence of that now—more support for R&D, more support for basic scientific research. In addition, I think there are many things that can be done to deal with structural imbalances in employment opportunities—worker training programs, efforts not only to raise the overall level of capital formation, but to make a stylized distribution among the industries, picking out the sectors that we think have the most promise.

(Question on the impact of his work on public policy.)

I think it means that economic methodology and techniques are more professional, more objective and less influenced by

philosophy. Just from an anecdotal point of view: when I first started studying economics, as an undergraduate and graduate student, the kinds of methods that have been cited for the world today, the ones I worked on, were in the economic underground. That is to say, there were very few formal classes given in these subjects. There were strong points of opposition. It was in many respects fun in those days to fight the establishment. The people who did it were, more or less, people who had a nonconservative political philosophy, because we were trying to change thinking and methodology. Now that it has been accepted, it is an establishment activity and people from all parties are coalescing. I think the subject is getting more professional, people are understanding each other much better from whatever walk of life. I have been very pleased by the acceptance of the kinds of techniques that we have introduced to both the People's Republic of China and the Soviet Union, in developing countries, in the industrial western countries—which means that it is highly transportable and is system-free. I think that is the direction economics is moving in at the present time.

(Question on how he will spend his Nobel Prize—\$212,000, tax free.)

I haven't thought about that very much today. But it will probably sit in the money market fund for awhile.

Applause

Paul Taubman: Larry, on behalf of all your friends and colleagues in the department let me say it is well deserved, and congratulations. Before I invite everyone to partake of the champagne that is outside, I'd like to call on the Provost.

Vartan Gregorian: President Meyerson has already elegantly praised Larry Klein. I would just like to add a personal note. Larry Klein is one of those people who does not live off ideas but for ideas; who does not live off integrity but for integrity; who does not live off values but for values; who does not live off humility but for humility. He is the most wonderful being we know in this University, and it is a great tribute, this last accolade, which I think came late for one purpose only: to test whether he is as patient as he is.

As the champagne flows (at first not to the guest of honor, who he is still answering a serious question in the aisle, until the Provost sends him a bottle over the heads of the crowd, who don't mind), the Kleins find each other and both are surrounded now: Sonia, wife and coordinator of the Business Week quarterly reports he does with Jerry Adams, fields questions too. And what next? Larry Klein has an afternoon class, and this one he does not miss. Afterward the telephone interviewers catch him, and it is true he is a little late getting to his next stop, Wharton Econometric Forecasting Associates. It has not been a usual day.

DEATHS

Dr. Ronald Caridi, associate dean for continuing education in FAS and director of the College of General Studies, died suddenly over the weekend.

He joined the University in 1977, after having served on the professional staff of the U.S. House of Representatives Education and Labor Committee.

Provost Vartan Gregorian said, "The entire University community is shocked by Ron's death and I personally am very saddened by it. I was instrumental in recruiting Ron to Pennsylvania to head the College of General Studies and he did a superb job. He received the acclaim and respect of all who worked with him."

FAS Dean Robert Dyson described Dr. Caridi as a "marvellous person with a very creative mind and warm personality. He made many significant contributions to programs in the arts and sciences through his work as associate dean for continuing education, director of CGS, and director of the summer school. His many friends in the administration, in the faculty and the student body have suffered an irreparable loss."

Funeral services will be held Wednesday at Saint Bernadette's Church, 79th and 13th Streets in Brooklyn. Those who wish to attend should contact the CGS office for details and directions. A memorial service will be held for Dr. Caridi on Monday, November 2, at 1 p.m. in College Hall 200.

Dr. Miles Jan Lota, associate clinical professor in physical medicine and rehabilitation, died August 21. He was 66.

Dr. Lota was born in Czechoslovakia and was educated at Marsaryk University where he received degrees in electrical engineering, internal medicine and physical medicine and rehabilitation.

At the age of 34, Dr. Lota fled to West Germany and then emigrated to the United States the following year. He served as a fellow at Brown University until 1951 when he was appointed to the physicians and surgeons medical faculty at Columbia University.

In 1959, he came to the University of Pennsylvania, as an associate in physical medicine and rehabilitation; in 1964 he became an assistant clinical professor and in 1972 he became an associate clinical professor.

He is survived by his wife, a son and two half brothers.

Dr. Thomas V. Zachary, assistant clinical professor of obstetrics and gynecology, died September 19 as a result of a heart attack. He was 45.

Dr. Zachary came to the University in 1963 as a resident at Graduate Hospital. In 1969 he became an assistant instructor; in 1970 he became an instructor and in 1974 he became an assistant clinical professor.

Dr. Zachary is survived by his wife.

Confidentiality of Records

Pursuant to the Family Educational Rights and Privacy Act of 1974, as amended, the University designates the following categories of personally identifiable material as "directory information" which it may (but need not) disclose from the records of an individual, without his consent, who is or has been in attendance at the University:

Name
Address (Local and Home)
Telephone Number
Date and Place of Birth
Major Field of Study
Participation in Officially Recognized Activities and Sports (Including Social and Honorary Fraternities)
Weight and Height of Members of Athletic Teams
Dates of Attendance and Degree and Awards Received
Previous Educational Institution(s) Attended

Individuals in attendance have the right, for themselves, to refuse to permit the designation of any or all of above categories as directory information. In order to do so, they must notify the University in writing of the category or categories to which designation as directory information is refused by November 14, 1980. Written notification should be addressed to the Office of the Registrar, Attention FERPA, Franklin Building/16, 3451 Walnut Street, Philadelphia, Pennsylvania, 19104.

This designation has no bearing on the publication of the 1980-81 *Student Directory* in which the information to appear has already been specified by individuals in attendance.

Failure to respond to this notice will not result in the routine disclosure of one or more of the designated categories of personally identifiable information. The University will continue to exercise informed discretion in responding to requests for information contained in records maintained by it which directly relate to students.

—Vartan Gregorian, Provost

Rules Concerning Attendance of the Public at Meetings of the Trustees of the University of Pennsylvania

In light of the special interest in the meeting of the Trustees on October 24, Paul Miller, Chairman of the Trustees, has indicated that the provisions of Paragraph 4 of the *Rules Concerning Attendance of the Public at Meetings of the Trustees of the University of Pennsylvania*, below, will be suspended for this meeting. For purposes of this meeting only, we will operate under the following provisions:

No member of the public shall bring into the meeting room any photography, moving picture, or sound recording equipment, *except for hand-held tape recorders and hand-held cameras without flash or other lighting equipment*, nor any sign, placard, poster, banner, or other visual display. Members of both University and non-University press who choose to use tape recorders or cameras as described above must do so in areas designated by the Secretary of the University.

—Mary Ann Meyers,
Secretary of the University

1. Meetings to be Open The regular stated meetings and the special meetings of the Trustees of the University of Pennsylvania, its Executive Board, and its other committees or bodies are open to the public to the extent required by the Act of July 19, 1974, No. 175. The three regularly stated meetings of the Trustees are normally in the fall, winter, and spring of each year. The Executive Board typically meets at times when regularly stated meetings of the Trustees are not held and often conducts business requiring an open meeting. From time to time other committees or bodies also conduct business requiring open meetings. Announcements of these meetings will be published in accordance with the law.

2. Public Attendance to be Subject to Reasonable Numbers The number of the members of the public permitted to attend any such open meeting of the Board of Trustees and the Executive Board shall be limited to such number as can be reasonably accommodated in the room or hall where the meeting is held without interference with the conduct of the meeting. The determination of such number shall be made by the presiding officer of the meeting.

3. Public Attendance to be for Purpose of Observation Members of the public shall be admitted to such meetings only for the purpose of observation. They shall not be permitted to participate in any way except to the extent they may be specifically invited to do so by the presiding officer. No member of the public attending an open meeting shall in any fashion interrupt, interfere with, obstruct, disturb, or disrupt the conduct of such meeting.

4. Audio-visual Equipment and Displays No member of the public shall bring into the meeting room of any open meeting any photography, moving picture, or sound recording equipment, nor any sign, placard, poster, banner or other visual display.

5. Enforcement The presiding officer may take any action deemed necessary and appropriate to enforce the above.

"With the deepest gratitude and affection..."

Upon my return from out-of-town on October 15, I was formally notified by Professor Paul Bender, Chairman of the Faculty Senate, about the outcome of the Special Senate meeting that had been held on October 14: the majority of the faculty present had passed a resolution instructing the Senate leadership to use its best efforts to place my name "into nomination before a meeting of the Trustees of the University to be voted on for President of the University of Pennsylvania." An eloquent minority resolution was also set forth which expressed appreciation for my services as the first dean of the Faculty of Arts and Sciences and as Provost. Since one of the above resolutions required *action* involving me, I had to respond.

On October 16, I met briefly with the Executive Board of the Trustees in order to inform them that on Monday, October 20 I would make a public statement but that as a matter of priority I must first speak with you who as faculty members have taken action on my behalf. The Trustees understood my position. Accordingly, on October 17, I requested that the chairman of the Senate invite this special group: the six Benjamin Franklin Professors who initiated the move to place my name in nomination, the Senate leadership, my fellow deans, my close colleagues in the Provost's Office, former Chairman of the Senate Professor Bob Lucid who made the motion to place my name in nomination and Professor Oliver Williams who moved to replace that motion with a substitute resolution of thanks and gratitude. It is to and through this most appropriate forum—you—that I would like to make my formal statement both to the Senate and to the Trustees.

During the Senate meeting, many kind and generous statements were made about me. I am grateful to you. I was honored by the majority vote and touched by the minority vote as well. With the deepest gratitude and affection to the faculty for the confidence expressed in me at the Faculty Senate meeting, I respectfully decline to have my name placed in nomination on October 24. Consequently, I have sent the following formal note to the Chairman of the Senate and the Executive Board of the Trustees:

"I do not wish my name to be placed in nomination for the Presidency of the University of Pennsylvania at the October 24 meeting of the Board of Trustees."

If this statement appears too short, you must read it as the end of the only other public statement I have made on this matter which was in the course of my appearance before the University Council on September 17 where I spoke of loyalty to our institution, the need for unity and the necessary cooperation and welcome that our President-designate will need from all of us. I repeat to you the same call today.

Last week during a press conference, in the midst of the tumult and joy of a Nobel Prize so long overdue and so richly deserved, Professor Larry Klein said he was glad that it came to him at Penn—"I have been here for 22 years and I was attracted here because of the large degree of academic freedom that was granted to me." Like Larry, I was attracted to Penn for that reason and so were, I believe, many of you.

I joined the faculty of the University of Pennsylvania because there was and there is a primacy of academic concerns here; there was and there is a large degree of faculty autonomy; there was, there is and there must continue to be a large degree of shared governance and faculty involvement in the setting of goals and their realization—because that is the hallmark of a great university. Naturally, the faculty's authority and autonomy often present the academic administration with challenges and frustrations. There do arise conflicts between nonacademic and academic processes, between nonacademic and academic goals. Sometimes the academic processes do not want to bend and dollars cannot be stretched, and sometimes we are not all agreed on the academic mission in every detail. But one thing we do know and feel: faculty self-governance, autonomy and authority are essential and faculty deliberation necessary.

Some of my close friends urged me to appear before the Faculty Senate and if the vote was affirmative to accept their nomination; other equally close friends asked me to appear before the Senate to request the withdrawal of Resolution 2. Still others urged me to tell my friends to vote for Resolution 4. I could not and I did not interfere for I had already made my formal statement at the University Council meeting. Since no formal action had been taken, no formal response could be made.

Both as dean and provost, I have striven to uphold the freedom of the faculty to deliberate and to act. Any attempt to control such a process would, I believe, diminish the strength of an institution and the freedom of the faculty to think and even act independently about their convictions and their

views of the mission of the University.

I speak now to say that I have always been proud of the University of Pennsylvania and its faculty, as I am now. You have addressed yourself to issues and processes which are essential to the governance of a major academic institution. While I was the ostensible object of your discussions, your concerns were about the University, its mission and its future. I do not see you as divisive or as divided. I have not seen you as pro-Gregorian or anti-Gregorian, but for the University of Pennsylvania. As chief academic officer of this institution, I, too, am for the University of Pennsylvania. May all go well for you and for all of us.

—Vartan Gregorian
Provost

SENATE

Dear Vartan:

As Chair of the Faculty Senate, I have the responsibility and honor to inform you of the following events:

1. On October 14, 1980, a special meeting of the Senate was held, pursuant to a written request signed by about 150 Senate members, to discuss a range of concerns arising from the recent nomination for the presidency of the University and your resignation as provost.

2. At the October 14, 1980, meeting, the Senate, by a vote of 167 for the motion to 127 against (with 11 formally recorded abstentions) adopted the following resolution, which was moved by Prof. Robert Lucid and seconded by Prof. Elizabeth Flower on behalf of herself and Prof. Lawrence Klein.

The Faculty Senate of the University of Pennsylvania urges that Provost Vartan Gregorian's name be put into nomination before a meeting of the trustees of the University to be voted on for president of the University of Pennsylvania.

The Faculty Senate instructs the Senate leadership to use its best efforts, in accordance with University procedures, to implement this resolution.

3. Prior to the adoption of the foregoing resolution, a substitute motion was proposed. That motion would have read:

The Faculty Senate regrets the loss of Vartan Gregorian from the administration of the University of Pennsylvania. As provost and as the first dean of the Faculty of Arts and Sciences he provided leadership with energy, commitment, sensitivity and personal warmth that is irreplaceable.

The Faculty Senate appreciates the work of our colleagues who represented the faculty in the presidential search process. We are pleased that the search committee appears to have functioned collegially. We look forward to establishing with the new president the sense of joint commitment to the values of the University to which Provost Gregorian has helped us aspire.

The motion to substitute was defeated by a vote of 134 for the motion to 154 against. I believe it fair to say that this vote did not represent a division of opinion on the first paragraph of the proposed substitute. So far as I could tell, all present at the meeting agreed with the substance of that paragraph.

4. On October 15, 1980, the Senate Executive Committee met and advised Prof. Wales, Prof. Leboy and me, as Past-chair, Chair-elect and Chair of the Senate, to take all appropriate steps to implement the Senate's action of October 14.

5. On October 16, 1980, the three of us met with Paul Miller, Chairman of the Trustees, to inform him of the Senate's action and to request him to take steps to bring about your nomination as president of the University to the trustees. He agreed to take such steps.

Sincerely yours,



October 17, 1980

On the Presidential Selection Process

by Paul F. Miller, Jr.

In requesting this meeting, you asked me for a statement "concerning the appropriate delegation of responsibility between the faculty and the Board of Trustees in such matters as presidential selection." I am not sure what the phrase "in such matters as" implies, but I am happy to give you my views on the proper roles of trustees, faculty and students in the presidential selection process. Then I will review the relatively short history of that process at Penn. Finally, I will speak to the question of how it worked most recently, giving you in my own words a full description of the procedures followed in the search for a successor to Martin Meyerson.

Professor Irving Kravis in last week's *Almanac* was correct in saying that "we have at Pennsylvania a delicate balance of power between trustees and faculty that permits each to serve the University in close to an ideal way." Perhaps the only change I would make in that statement is to substitute the word responsibility for the word power. Dr. Kravis went on to say that today's Trustees are men and women who "appreciate the mission of the University, guard and expand its financial resources, and yet they defer to the faculty on academic matters."

The statutes of the University make it clear that the Trustees are the ultimate authority in the institution. The concept of trusteeship is, of course, one of responsibility—the ultimate responsibility—for the institution's performance in the broadest sense. The reality is that the Trustees delegate to the President their authority in academic matters. They also delegate to the President the operation and management of other affairs of the University and are very conscious of the desirability of confining themselves to policy issues. Even here, however, the Trustees rarely originate policy. It is the President who recommends the broad objectives of the University—academic objectives, societal objectives, and financial objectives, and the allocation of resources to achieve those objectives, presumably after subjecting both goals and procedures to collegial review and consultation. The Trustees believe it is their responsibility to test these recommendations for reasonableness and consistency, and against the needs and expectations of society and the University's specific constituencies. They must also organize themselves to monitor the effectiveness of the University's pursuit of objectives.

It is sometimes a tough call as to whether or not Trustees should become involved in a problem or issue. Not infrequently, an individual, group, or faction on the campus or in the alumni body wants and asks for trustee involvement when it suits their purpose. While there is a strong presumption against involvement, Trustees do not want to appear callously indifferent. In some of these instances, therefore, trustees have listened and questioned to gain information to pass on to the president, but they try assiduously to avoid any usurpation of the responsibilities they have delegated to the president. Occasionally, the president may request trustee involvement on a particular problem so as to take advantage of some special skills, knowledge, or background of a trustee or group of trustees. But mindful of the delicate balance between advice and involvement, in June I appointed an ad hoc committee of Trustees to study that balance and attempt to clarify the Trustee's posture given the presumption that they should keep hands off whenever possible. That committee should report sometime this winter.

It seems clear to me, however, that the Trustees can carry out their responsibilities only if there is in place a president who is an effective leader, educator, administrator, and manager. He or she must be a person who, in turn, delegates responsibilities to able people. And

the president must be a person with whom the Trustees can communicate and work effectively. If there is a breakdown in this relationship between the board and the president, the institution has major problems, not the least of which is a deterioration of board members' enthusiasm for fund-raising. But also there becomes a real possibility that the Trustees may feel pushed into more direct involvement in the working affairs of the University. It is simply essential that the Trustees have confidence in the University's chief executive.

Given the board's statutory responsibilities and the necessity of a close and harmonious relationship with the president, can the Trustees delegate the selection of a president to some other body composed of faculty, or of faculty and students and alumni, or of representatives of other groups? I believe and I am certain that my fellow trustees agree the answer is "no." Having said that, I must ask whether the Trustees have an obligation to involve students and faculty directly in the search process and also to seek the views of these constituencies concerning the qualities we should seek in a president and the names of persons who, in their opinion, possess these qualities. The answer here is "yes." But that consultation and that involvement must stop short of delegating the actual selection of a president.

The greatest strength of the Trustees does not derive from any special wisdom they possess but from the fact that they are the only group within the University that is both generally informed on University affairs, yet generally devoid of self-interest. Representing no constituency, they serve voluntarily, motivated by a desire to see Pennsylvania become an even better educational institution than it now is.

The selection of a president is the board's most important and most fundamental responsibility. Its members need and seek help in this process, but the final decision must reside with them. It is not and should not be a popular selection process. There is no surer way to politicize a campus than to let it become one. In fact, the final decision has resided with the Trustees since the inception of the presidential office.

As an intention of the Trustees, the office dates to 1921. But it was Thomas Sovereign Gates, elected in October 1931, who was the first president in the modern sense of the term. He was succeeded in 1944 by George McClelland, who was followed first by Harold Stassen in 1948 and then by Gaylord Harnwell in 1953. In every case the full board was presented with but a single nomination and this was also true in 1970 when the Trustees chose Martin Meyerson. As a member of the Committee which advised the Executive Board on his nomination, I have personal knowledge of that search.

In April 1969, concurrently with the public announcement of Dr. Harnwell's intention to retire, the late William L. Day, chairman of the Trustees, announced the establishment of a Committee on Criteria and Procedures for the Selection of a New President. This committee became the Search Committee to Advise the Trustees on the Selection of a University President, and, in addition to Mr. Day, who served as chairman, it included six other trustees, five faculty members, and five students.

By September, the committee had received and screened approximately 200 nominations. The field was then narrowed to eight candidates, of whom seven were interviewed by committee members. On December 19, 1969, a preferential list of five persons, including an individual who had declared himself unavailable, was submitted to the Executive Board. Members of the Board rank-

ordered these candidates, including among their top three the same first three choices of the search committee, though not in the same order. The Board also added a sixth name to the list, and designated three candidates as secondary possibilities. But as it turned out, the first choice of both the search committee and the members of the board—Martin Meyerson—expressed his willingness to serve, was nominated at a meeting of the Executive Board called for such purpose, and was subsequently elected as Penn's twentieth chief executive.

Let me jump ahead now to 1978, when I became chairman of the Trustees. Immediately upon taking office, I was asked to become a member of the Task Force on Governance which had been convened following the events of that spring. Professor Walter Wales was chairman of that Task Force and one of its charges was to review the recommendations of a 1969 Task Force which had been convened to review among other things, the recently completed search. We were asked to assess the extent to which the recommendations made eight years ago had been implemented, to examine the reasons behind any lack of implementation, and, if necessary, to revise the recommendations presented.

One of the recommendations of the 1969 Task Force was for the Trustees to codify the procedure for selection of a new president to allow for nomination of a slate of candidates by a committee made up of six trustees, eight faculty members, and two students. University Council also dealt with this matter and made a similar recommendation. Although I was not involved in the decisions, the Trustees deferred action on codification. It is my understanding that aside from reservations about the numbers proposed, the reason given was that times and circumstances change dramatically and that the codification of a selection procedure along the lines that seem most appropriate to campus constituencies at one point in time may not appear as appropriate some years later. For the Trustees to bind themselves to very specific requirements was considered a diminution of trustee responsibility in this, their single most important statutory responsibility.

In 1978, with that background in mind, I did not favor a codification which would be specific in terms of members or proportions from various constituencies, but did support the recommendation that finally was contained in the 1972 Task Force report which was 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 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."

As the time drew near for the establishment of a search process, I consulted openly with the trustees, students, and faculty and finally made a recommendation which was accepted by all. Widely publicized in the *Almanac* and campus press, and adopted by the Executive Board, it called for the establishment of a Consultative Committee for the Selection of a President which would include the chairman of the trustees as the convener, six other trustees, four faculty, and two students—one undergraduate and one graduate.

In conversations I had with the Chairman of the Senate at that time, I said that I realized that the Senate should have freedom to appoint whomever they desired to the Committee, but I also hoped that they would give consideration to including a dean, a member of the Medical faculty, and a junior tenured faculty member, and would also give attention to the representation of women and minorities. I emphasized to Dr. Wales that this was merely a suggestion, and, when the candidates chosen by the Senate were presented to me, I accepted them immediately.

The students conducted their own nomination process. At one point they asked me whether I would like to choose from a slate of possible people or have single names presented. I told them that was up to them, not me, and if they wished to present a slate rather than specific individuals, I would be glad to choose from that slate. As far as I know, there were no substantive disagreements on the way the Consultative Committee was established nor on its purpose, which was to recommend a slate of candidates to the Executive Board with the understanding that nomination would occur at a duly convened

meeting of the Executive Board.

As far as I know, there was never any obfuscation or vagueness concerning this prospective procedure. But, now that a nomination has been made about which there is some displeasure, the procedures are being questioned. I hope that the unhappiness of some about the outcome of this search will not be translated into unhappiness with the process.

A brief review of how the process worked in this search, disclosing nothing new but emphasizing points already made by Paul Bender in his letter to you, will convince you. I think that it was not the procedures which dictated the result in this case. The procedures were sound and were followed. The Consultative Committee was a good one, and I think it worked well, for the search was at once serious and substantive.

The Committee's first task was to revise and distribute a letter which had been prepared by the Executive Board. The letter concerned the search and stated the qualities and qualifications that we were seeking for our new president. Some 1,400 of these letters, signed by me, were sent out to selected individuals, and more than 15,000 were distributed in non-personalized form. The recipients included all full-time and part-time employees of the University, as well as donors and friends, alumni, faculty, administrators, presidents, deans and faculty of other institutions, and a variety of public figures, including the heads of minority organizations. Without exception, the comments we had concerning that letter were complimentary to the effect that it contained more substance than letters of this kind normally do. It produced, moreover, 464 return letters recommending some 300 candidates.

At the beginning of the Committee's efforts, there was serious discussion about the need for the utmost of confidentiality during the search process. Warnings against breaches of confidence in a presidential search were given to us by many people who have been involved in similar endeavors. There is no way to interest people in a candidacy for a presidency of a university if confidentiality concerning their candidacy is not assured. These people, after all, are in high places in their own institutions. But there is another reason for confidentiality—no university can ever be assured that its top candidates will accept the presidency if it is offered. No search committee or group of trustees wants to put a university in the position of being spurned publicly. Keeping these factors in mind, the Consultative Committee continually stressed confidentiality and pledged to each other that the names of candidates, information garnered on them, and the opinions and positions of individual committee members would be held in confidence. In fact, confidentiality was maintained until the last minute, and we received numerous compliments from candidates on the way this particular issue was handled.

The initial efforts of the Committee were concerned with preliminary screening of the 300 nominees who were recommended in response to our nomination. Biographies were researched, nominating letters were considered, and any information the Committee members had themselves about the nominees was expressed in a series of meetings. As a result, the list was reduced to manageable proportions—about 50 candidates. The Committee then began to assemble information about these candidates by calling faculty members, administrators, trustees, and alumni of other institutions with whom they were connected. Using information gathered in this way, the candidate list was reduced to something under 20 names.

The procedure of soliciting formal opinions about inside candidates from a representative list of faculty members, which was described in Paul Bender's *Almanac* letter, was adopted on my suggestion following the recommendation we had from the chairman of the Yale search committee with whom I had spent a half day reviewing procedures and problems that committee had encountered in its search. The faculty on the Consultative Committee compiled and divided the list. Student leaders were interviewed by the student members of the Committee, and I consulted with several administrators. Simultaneously, of course, we were receiving unsolicited letters about inside nominees. And all of this information was given to the Consultative Committee and later to Executive Board.

Late in May the outside candidates who remained under active consideration were contacted by me to tell them of our interest and

asked whether they would be willing to be interviewed. As is normal in any search, several persons told us that they did not want to be considered as candidates. But most were willing to be interviewed, and they were visited by Committee members. At this point the understanding was that if, after a preliminary interview, we still wanted to keep them under consideration, members of the Committee who did not participate in the first interview would be given an opportunity to meet the candidates in a second interview. Faculty, students and trustee members were all involved in each of these interviews and impressions of the candidates were then independently submitted in writing to the Committee. The remaining internal candidates were also interviewed by the Consultative Committee in the course of a full day during the third week of August.

Early in September, after all the remaining internal and external candidates had been interviewed by as many Committee members as possible, the Consultative Committee met to evaluate these extraordinarily able people. As has been indicated, less than ten candidates were under consideration at that point. During an eleven-hour meeting attended by myself, four other trustees, four faculty members, and two students, each person present presented his or her evaluation of each candidate and compared them to other candidates. The discussion was a very full one which involved not only the candidates, but how well they met the criteria we had established and how they related to each person's concept of the University, its character, and its mission. There is no question in my mind that we had full and representative opinion of the campus constituencies on the internal candidates. And I was particularly pleased that the solicitation of formal opinions from the representative list of faculty members had given us a wide range of faculty opinion about the internal candidates.

Finally, as described in Paul Bender's letter, the Committee members at the meeting—as I mentioned and as I would like to emphasize, the only missing members were two trustees—voted in three different ways: first, to establish the collective order of preference among the candidates by rank—indicating their top five choices using a weighted system; second, to decide, by a vote of eight or more members, whether each should be affirmatively recommended to the Executive Board; and, third, to determine how many Committee members deemed any candidate unacceptable. Paul Bender has already made the observation, but I would like to emphasize again that in these votes each constituency on the Committee was divided in its evaluation of both the inside and outside candidates. But each method of voting produced the same top candidates in the same order.

As has been indicated elsewhere, moreover, less than half of the candidates still under consideration were affirmatively recommended. These votes, as well as all the information and research done on the candidates who had been interviewed by the whole Committee, were presented to the Executive Board on September

13. The Consultative Committee, on the suggestion of a faculty member, requested that the Executive Board not make a nomination from the group below the top three recommendations without first engaging in a further consultation with the Committee. The Executive Board was glad to operate in accordance with that request.

At a discussion session with Executive Board members, each member of the Consultative Committee was invited to present his or her personal views on candidates, whether or not they coincided with the Committee's collective evaluation. Additionally, I presented the view of the University's deans which I had received in the course of personal interviews with 12 of the 14 deans held at their request. Considerable discussion then took place in the presence of the members of the Consultative Committee who attended, and after the Consultative Committee members left, the members of the Executive Board proceeded to interview each of the affirmatively recommended candidates. It also proceeded to discuss thoroughly, although it did not interview, each of the candidates who were not affirmatively recommended.

On September 14, after two days of intensive and informal discussion and deliberation first between the Executive Board and the Consultative Committee and then among members of the board, at a duly convened formal meeting of the Executive Board, I nominated the available candidate highest on the Consultative Committee's preferential list. No second was made or required. There were no other nominations. There was no vote because the Statutes do not provide for a vote. If any other members of the Executive Board had wished to nominate another person, he or she would have had a right to do so even if all the other members of the Executive Board had disagreed. I would like to reiterate that in this process the Executive Board not only confined itself to the affirmatively recommended candidates, but also followed the preferential order of the recommendations of the Consultative Committee.

I am convinced that we knew the opinions of campus constituencies. You must remember that the Consultative Committee members were involved in intensive thought and discussion for seven months concerning the matching of the University's needs with the candidates' qualifications. The action taken was not capricious on the part of either the Consultative Committee or the members of the Executive Board.

The nominee, Sheldon Hackney, is a superbly qualified person with considerable experience, first-rate academic qualifications, and a marvelous sense of what universities are all about. The nomination will be acted upon after full deliberation by the Trustees on October 24, as provided for under the Statutes. Dr. Hackney's qualifications and the needs of the University should be fully discussed at that time before the Trustees reach what must be a board consensus on the next president of the University.

Thank you for the opportunity to talk to you. I hope it has helped. I will be happy to entertain questions.

Question & Answer Period

Mr. Miller's statement above is based on a written text which follows closely the tape-recording on file in the Senate Office. The material that follows is from a tape transcription (with the exception of Professor Ajzenberg-Selove's remarks, which were provided by her on discovery that material was lost in changing cassettes). Editing was limited to removal of false starts, apparently unintentional repetition, etc. If speakers find errors in transcription or judgment, please advise so that they may be corrected.

The following account of the proceedings is limited to comment on the reports of Mr. Miller and the members of the Consultative Committee

who discussed the search process.

Not published verbatim are the speeches introducing Resolution 2 (moved by Robert Lucid and seconded by Elizabeth Flower on behalf of Lawrence Klein) and moving the substitution of Resolution 4 (moved by Oliver Williams with several seconds from the floor); nor the 16 speeches for or against the motions.

Elsewhere in this issue are: Paul Miller's description, on page 14, of the advice received from counsel during the search process; a report by Paul Bender on the outcome of voting, in a letter to Varian Gregorian which appears on page 5; and several letters in Speaking Out, pages 12-14.—Ed.

Robert Rutman: This is purely a question for information. If we follow the last comments carefully, we come to the conclusion that a decision is yet to be reached. Under the circumstances, what is the seriousness and weight of the statement that Dr. Hackney has resigned from Tulane University?

Paul Miller: Obviously when one is in a process like this, you have to have some indication of the availability of the candidate. Certainly at the point [of] the release of Dr. Hackney's name—that was a forced release, first of all, we had no intention of doing [that] at that particular point in time, but the press has a way of getting news that I don't quite understand—that as far as I'm concerned was a decision he had to make, whether he

was going to risk that or not. I think probably given the experience he has had—I don't want to speak for him—but given his experience at other universities, other search processes, he saw this one coming finally to a successful conclusion on his part.

Unidentified Professor: The newspaper report indicated that the consultative committee had submitted to the Executive Committee three names of individuals and the press picked this up as the affirmative recommendations. Could you tell us if indeed those three names were accurate, and if those were indeed the names selected by the executive committee?

Miller: No, I will not tell you that. I think that is a breach in the confidentiality of the consultative committee's deliberations... Other members of the consultative committee are here, and they might like to say something on that. But I feel that would be a breach of the promise we made to the candidates.

Dorothy Sheahan: Since the Executive Board of Trustees makes the nomination for the presidency and since the full board makes the decision, why is there an objection to a better faculty representation on the committee on consultation?

Miller: I'm not sure that it's entirely accurate to say that there is an objection. There was an objection at the time that codification was asked for, in 1970 or thereabouts. I've certainly not polled the trustees on whether there is an objection or not... There may or may not be; I really can't speak very accurately on that... There was a feeling that the total size of the committee was rather unwieldy. Second, the poorest attenders at these meetings are the trustees. And at that particular time, in that particular search there were often meetings of the search committee that chose Martin Meyerson where there would be one or two trustees and ten faculty and students combined. There was some hangover of feeling from that search that the trustees ended up not being adequately represented, not because they didn't have the appointments to the committee but because they're out of towners very often, they're traveling, they're involved in other endeavors, and very often attendance is just not possible on as regular a basis. So we decided to involve seven trustees including myself, and six faculty and students (four and two). At most sessions of the committee, that was not the number represented. [At] the final selection process there were only four other trustees beside myself; [Attendance was] five trustees, two students and four faculty members, which shows just what I was saying: that the trustees felt they needed more manpower because they couldn't attend regularly.

Henry Sloviter: This may be a peripheral question, but I wonder if it would be worthwhile describe how trustees are chosen, and what the relationship between faculty and the selection of trustees is.

Miller: There are a number of classes of trustees. The large majority are what we call term trustees; they are elected for five years and are eligible for a second five-year appointment. They must drop off the board before they are considered for reelection after that. They are elected by the board of trustees on recommendation of a nominating committee; ... until a couple of years ago we had a standing nominating committee but at this point the Trustees Executive Board serves as a nominating committee for the Trustees. Life trustees... are appointed for the duration of their longevity up to age 70. They are also appointed by the board in a nominations process, and are most often chosen from the term trustees. They [life trustees] will have served usually by that time ten years—

although certainly not all term trustees become life trustees. Life trustees are 10 or 12 in number as I recall. Then there are alumni trustees who are elected by alumni in regions, with balloting, and ... alumni trustees at large. Then we have young alumni trustees ... there are three of them now. That has been a process of election, and is in the process of being changed. One of the things the students wanted was more currency of their views on the board, and while we have stood rather steadfast on not having constituency representatives on the board we have recognized that there is a young viewpoint which ought to be listened to. They are currently being elected by undergraduate and graduate students who are about to leave the institution and become alumni; they will not assume office until they actually are alumni.

Paul Bender: Perhaps as a follow up to that you could describe briefly how people are chosen for the executive board.

Miller: That's the easy one: The members of the executive board are the chairmen of the committees, plus the president, the vice chairman of the board and the head of the general alumni society.

Bender: And how do people become chairmen of committees?

Miller: By being drafted. It depends on what kind of committee it is, of course ... the finance committee for example is a very time-consuming thing to be chair of; you have to push people into volunteering for those chairs.

Bender: But that choice is made by you as Chairman of the Trustees?

Miller: Yes.

Rutman: It would seem that the moot question that lies behind all of this is how adequate, fair and accurate was the executive committee assessment of faculty and student opinion on this most critical matter. I wonder if the chairman could comment on how these were assessed, how faculty and student sentiment was established, and how the fairness of it was assessed?

Miller: I'm not sure I can comment as adequately as you would like me to. As I said, the opinions were solicited—and we got many unsolicited from faculty and students and from others as well—from presidents of other institutions, and deans and faculty ... All of those letters, and every substantive comment received from a faculty member, was recorded, circulated, to every member of the consultative committee and we ended up with a book this thick filed by candidates with all of the letters, all the comments received from whatever source, on the candidate. That book was given to the executive board. In addition, the executive board heard from the faculty executive board and student members of the consultative committee directly. And I reported, accurately I think, the comments that came from deans to the executive board. I don't think there's any question but that the opinions were known to the executive board at the time of their discussion.

Unidentified Professor: ... You have spoken of objectives, procedures, goals and policies laid down by the board of trustees and by the committee, and of their need for confidence in the choice of president to carry out such policies. This is apparently your argument for the electoral power in the board of trustees. It is strange however to me, that in all of the discussion defending the action of the committee... practically nothing has been said about the chief mission of the university, namely the acquisition and dissemination of knowledge, and nothing about the importance of the president vis a vis the faculty who are in fact the chief trustees of this mission of the university if not the official board of trustees. Confidentiality is constantly bandied about as the chief rationale for the way things were handled but the rather

than the educational merits of the decisions made. For me, and perhaps for other FAS faculty, it is difficult to judge why in your terms Hackney was better than Gregorian given the importance of the presidency to the faculty. My question is, to what extent was the real aim of the University considered in the choice, aside from things like societal goals and so forth, and what in your view was the real evidence for differentiating one candidate from another?

Miller: I'm not sure I'm going to answer the last part of your question the way you anticipate me to answer it. When we weighed one candidate against another I think every member of the consultative committee thought differently about what was more important or less important. We certainly had very substantive discussions about the mission of this University and the faculty members of that committee were quite eloquent about that. In all our cases as far as I personally am concerned, every candidate was measured against that mission. I don't know what you're suggesting, but I believe that was the paramount consideration. Now at the same time I'll make an apology to this group, and I think it's an apology that's partly due you because of what the press can do to things you say ... I was widely quoted as calling this university a \$500 million business. In fact I did use the term "\$500 million"; I did not, as I recall, use the term "business." I used the term "enterprise;" that means something different to me; it may not mean something to you. I don't look upon this university as a business. I think there are enough people in this room that know me and know my long relationship with this university ... I wasn't a tenured faculty member but I was a faculty member here, my father was a faculty member and I have been associated with this university for a very long time. My first and paramount interest is the educational mission of this university, and I think that's so of the other trustees as well. There is nevertheless another dimension, as a matter of fact several dimensions to the presidency in the everyday workings of the university. The fundraising dimension, the bridge between the public and university, relations with the media, relations with government, many things like this also had to be considered. I think it's fair to say, though the educational mission was number one, these other things were also considerations.

(After Mr. Miller leaves the meeting, Professor Phoebe Leboy takes the chair while Professor Bender makes a statement, as requested in the call to meeting, and takes questions from the floor.)

Statement by Paul Bender

As Paul Miller mentioned, I have published a report on the search process, identical to the parts of Mr. Miller's statement I am familiar with... (on) events of his report where I was present, his report seems to be entirely accurate. There were events where I was not present ... nor were any other members of the consultative committee present at the deliberations of the executive board, so I have no knowledge of his reporting...

I just want to emphasize a couple of things. Mr. Miller mentioned that a search committee was set up that contained six trustees, four faculty members and two students. The University Council had just a couple of months before—in October—recommended a consultative committee composed of eight faculty, six trustees and four students; so there was a discontinuity between the recommendations of the University Council and the trustees. That Council recommendation had been made before in 1970 and was also contained in the 1968 Task Force on Governance.

If you have any questions about the search

procedure that you'd like to address to me or to any other member of the search committee. I believe all the faculty members of the search committee are here.

One or two additional things: I know there's a lot of concern about those aspects of the search process that postdated the results of the consultative committee; namely the process of the formal election of a president, and questions dealing with the Sunshine Law which have been banded about. First, regarding the formal election. The University has not elected a president yet. What we have right now is a single nominee, as Mr. Miller described, to the full board of trustees. Under the statutes of the University the formal election of a president can only take place at a meeting of the full board of trustees at which two-thirds of all the trustees then in office come to the meeting and vote affirmatively for the nomination. That meeting ... is now scheduled for Oct. 24. It seems to me that the statutes of the University as they are written, contemplated a different search procedure ... different from this case and the last case, the selection of Martin Meyerson. If you read the statutes you find that nominations are to be made by the executive board (*nominations* plural throughout), are to be submitted to the board of trustees which shall then choose from among the persons nominated. I'm sure when it was written the procedure contemplated the executive board as carrying out the functions of the search committee and the full board as essentially carrying out the selection process. In the last two presidential searches we have really carried out a different procedure. I think it was the contemplation last time, as Mr. Miller described it, that the real choice would be made by the executive board, and the executive board's action in sending only one nomination forward seems to confirm that ... the executive board doesn't function as the search committee, but a committee composed of students, faculty and trustees functions as the search committee. There is a dispute about whether the statutes as presently written permit the executive board to send a single nomination to the trustees; that is a dispute that I am not about to resolve but seems to be a dispute on which one can reasonably take either side. The statutes do, as I say, say that nominations in the plural shall be sent, and that the trustees shall choose from among the *persons* nominated.

It is interesting, and I pass this along as information I have recently gathered through the help of one of you who happened to read the Faculty Handbook and happened to find in the Handbook a different procedure for selection of a president: There is a provision printed in the Faculty Handbook as a statute of the University ... which says that the executive board can nominate one or more persons—person or persons—and that nomination or nominations go forward and that the trustees can select the *nominee* or (*from*) *nominees*—that is, it makes it explicit that there could be only one nominee. That was a revision that had been proposed at about the time the Handbook was assembled and printed, but the proposed revision had never been sent to the Trustees for their action.

A second question that has arisen has to do with the Sunshine Law, and now I feel very comfortable because I'm talking about a question of law. The Sunshine Law is a statute of the Commonwealth of Pennsylvania; many other states have such statutes. It applies in terms to the University of Pennsylvania; there is no doubt about that. It generally applies to state agencies but it explicitly says it applies to state-aided universities and colleges, and we fall within that category. It also clearly applies, although not in terms, but is

accepted as applying not only to actions of the full board but also to actions of the executive board. There is an opinion of the attorney general which says that. So far as I know our University trustees have always accepted that, and meetings of the executive board are open to the public and the provisions of the attorney general are complied with. The sunshine requirement is that formal action—that's a statutory term—can only be taken at a public meeting, and that means there has to be public notice of the meeting and the public has to be able to come. Action which is formal action which does not take place at a public meeting is invalid. The question then of the Sunshine Law's application to the Penn presidential nomination is with regard to the action, if any, of the executive board which Mr. Miller described. The full meeting of October 24 is scheduled to be a public meeting and the Sunshine Law will be complied with. However, the meeting of the trustees that took place in September ... called into session after the consultative committee reported to the executive board, was not a public meeting. There is no dispute about that at all; if it was not advertised it was intended to be a secret meeting. So the question about the Sunshine Law is whether formal action was taken at the meeting. Formal action is defined in the Sunshine Law as the taking of any vote, resolution, and a whole list of words like that, or the setting of official policy. The question is whether or not a vote of any kind was taken at the executive board meeting, not whether the action of the executive board amounted to the setting of official policy. There are not a lot of relevant precedents in the law with regard to the Sunshine Law. The closest one I have been able to find, which still leaves the matter in some doubt, deals with the nomination of a former Pennsylvania faculty member, Herbert Denenberg, to an agency of the Commonwealth. The question there was: the governor made a nomination, a committee of the legislature passed that nomination on to the full legislature; they did that passing on at a closed rather than a public meeting. The court held that that did not violate the Sunshine Law because of provisions in the Sunshine Law that apply only to legislative committees. The Sunshine Law applies more narrowly to legislative committees than it does to us. The provisions about legislative committees did not include passing on a nomination, but the Commonwealth court—which is the court of original jurisdiction in a lot of these cases, did say, that if the action had not been by a legislative committee, the action of passing on a nomination to the legislature would have been formal action. Now in that case I believe a formal vote was taken in the committee to pass the nomination on. You heard Mr. Miller say that no formal vote was taken at the executive board meeting. I don't know what happened because I wasn't there. That is the end of my report. I would like to ask whether any other members of the consultative committee wish to say something...

Fay Ajzenberg-Selove: Paul Miller's account of the history of the work of the consultative committee is complete, accurate and totally fair. The consultative committee worked according to the rules. And the recommendations, whether right or wrong, were arrived at totally fairly. I would like to testify to the hard work and open minded attitudes of the committee members, most particularly Paul Miller, the chairman of our board of Trustees. I agree with Irving Kravis's eloquent letter in the *Almanac*. We should now thank Vartan Gregorian for his many services to the University and welcome Sheldon Hackney, who will soon be our new president.

Robert Austrian: I shall be very brief, and say only that my views are totally in agreement with those of Professor Kravis and Professor Selove. The committee worked long, and with complete openness; there was never any attempt on anyone's part or [by] a member of any constituency to dampen or suppress anyone's views, and so far as I can tell the process was entirely as stated by Mr. Miller.

Questions addressed to Professor Bender.

June Axinn: I'd like to get beyond the procedural questions and ask Paul Bender whether he thinks there is a difference in the perception of the function and the mission of the University that he saw between the faculty members of the committee and the trustees.

Bender: As a group? That's really impossible to answer if I have to assume that there is a single perception of all faculty members and a single perception of all the trustees. I didn't perceive that.

Axinn: Considering what the make-up of a committee should be, does it really matter whether the people on the selection committee are faculty members or trustees? Is there a difference in what one is looking for in a president depending upon which position one is holding?

Bender: In general, yes, I think there is a significant difference, although it's not a uniform difference and it's not a hundred percent accurate. Faculty members are probably less concerned with managerial ability in the corporate sense of running a corporate type of organization, and probably are more concerned with leadership in the academic goals. I thought here, and I think in general, faculty members tend to be more concerned with leadership qualities of faculty, and academic goals, and trustees more concerned with corporate managerial styles. That isn't by any means always a hundred percent accurate; both groups care about both to some extent, but there is a weighting that's different in the minds of faculty as compared to trustees. Another perception I had that is relevant is that it seemed to me in talking to members of the executive board, at the meeting we had with them, that they were not as acquainted with the institution and feelings of the institution about its goals, indeed what goes on at the institution presently, as I would have liked them to be. They don't know enough about the University of Pennsylvania.

Irving Kravis: I agree with what Professor Bender says, but my agreement only carries me a limited distance. I think it is true that the faculty members were more purely concerned with academic leadership and academic qualities, academic orientation, than the trustees were. But these differences were not sufficiently large so that when any single candidate was approached, that is when the consideration of any candidate came to the fore—whether one of the final candidates or along the route when we were trying to winnow down from 50 to a smaller number—that difference in view was not sufficiently decisive so as to prevent a situation in which ... some faculty members agreed with some trustees whereas on the other side there were other faculty members agreeing with other trustees. So I think there is a difference. I saw no evidence at all that it had any decisive role in what went on... My own impression of the members of the executive committee is that they know a great deal about the University... Most of them learn a great deal about the university through their interest in particular schools,

through their acquaintance with particular faculty members. I think that on a general appraisal of our trustees and their knowledge of the University I would have to differ very strongly with the final remarks of Professor Bender.

Jacob Nachmias: Professor Bender, I'm confused on one point: the meeting of the executive committee we might consider for the moment a black box, in the patois of my discipline or part of my discipline. The output of that box is a single name to the full trustees. The input to that box was several names—we don't know how many but there were several. The action of the black box reduced the input to the output. How would your characterize that action?

Bender: I was not present, nor was anybody here present, when that action took place and I don't know how I can answer that. As Paul Miller described it, and I think I'm doing this accurately, he made a nomination of the first person ... on the preferential list who was willing to be considered as a candidate. And there was no second. ... It was just a nomination and under statutes that's what would happen, as I read them. There were no other nominations, and one nomination was sent forward. That was his description. I really don't know what happened since I was not there. All we can talk about is what happened while we members of the consultative committee were there, and Paul Miller accurately described what happened. Each of us was asked to state his or her views about the candidates, not only people who were affirmatively recommended by the committee, but also all the somewhat less than ten people who had been interviewed by the committee, which included both inside and outside candidates. Each one of us said what he thought. Some people affirmatively recommended people who were not affirmatively recommended by the committee, and other people affirmatively recommended people who were affirmatively recommended by the committee. There was a sharp division of views. Everybody made a statement, as I remember, and then there was some discussion. People who had stated views were questioned about those views, and there was interchange with the executive board. That whole process took two-and-a-half or three hours; then they adjourned, they had lunch and we left. They reconvened at a formal meeting of the executive board in the afternoon and a day and a half later something came out of the black box. I know that's not as responsive as you'd like, but I just don't have any other information.

Gary Cohen: Were the qualifications of the external candidates discussed ... with other members of the campus community, especially deans or faculty members?

Bender: Not in any formal sense, no. There was an attempt to keep confidentiality in the process, so I didn't feel free generally to take the name of an external candidate to someone and say "Here's somebody we are considering, what do you think about him?" On a couple of occasions when we were looking for information about a particular candidate and there was somebody on campus who, I had reason to believe, had information about that person, I did ask. But there was no general revealing of the names of external candidates and no general asking for views.

Robert Rutman: Paul, I'd like to return to the same question I raised before, but from a different perspective. As an individual faculty member, I had a certain perception of the scene, and that perception was that a vast majority of our faculty, a large proportion of our deans, and a vast majority of our student body ... supported one candi-

date whose qualifications were clear-cut. Now it's clear from the chairman of the board that different perception is produced, one in which that kind of overall and perhaps very great support did not come through to consultative committee nor to the executive board. In fact, one gets the impression from Paul Miller's answer that the information reaching those sources was perhaps far less convincing as to the particular qualifications and support for a candidate. Are these differences in perception or was it a breakdown in communications?

Bender: There was no breakdown in communications so far as I know. It's hard to know the overall faculty's views of the inside candidates. Insofar as I know it, or think I know it, that overall evaluation was presented both to the consultative committee and to the executive board. It was presented to the consultative committee both by the faculty members and the student members, of the consultative committee, and we also spoke with about 20 to 25 of you about the inside candidates, and the reports of those interviews—which in some cases were quite detailed—were given to the consultative committee and were included in the information given to the executive board. I have no doubt that all members of the consultative committee had a fairly accurate view of the faculty perceptions of what the inside candidates were. ... I have no doubt that the same view was delivered to, heard by and, I believe, understood by the members of the executive board. I don't think there was a breakdown of communications. As Mr. Miller suggested in his statement, the only criterion for selection is not, I think he said, the popularity of the candidate with the faculty. If that had been the only criterion there might very well have been a different result.

Claire Fagin: I wonder, Professor Bender, whether you would answer that question as it pertains to deans—the same question.

Bender: ... Here there may have been a breakdown of communications to some extent. It had been my understanding from the beginning of the process that the deans would be interviewed by Mr. Miller, because that seemed the most appropriate channel for the deans to the consultative committee. It appeared at the end of the process that had not taken place, at least not extensively. My understanding is that the deans were asked to deliver, to give their views about inside candidates to Mr. Miller at the very end of the process. That began just before the consultative committee met for that 11-hour meeting that Mr. Miller referred to, its final meeting before it met with the executive board; and at the meeting Mr. Miller reported that deans had asked him to meet with them individually, and he had already done that I think, with two or three deans, and that he was going to do that with all the other deans who wished to do that during the following week. There was a week's time between that meeting of the consultative committee and the meeting of the executive board. My understanding is that he did that, and he said he met with 12 of the 14 deans. At the part of the executive board session [at which] we were present he reported to the executive board not what each individual dean said, although he did read a letter from one dean; [but] he reported a general evaluation of what the deans had said to him. Now, I don't know what each dean said to him, but I had no reason to doubt the accuracy of that report. The report, as I say, was delivered to this joint session of the consultative committee and the executive board, which immediately preceded the interviewing of the affirmatively recommended candidates, which took place that afternoon and some the following morning. ...

Dell Hymes: Perhaps I can supply a point of information. The deans, of course, when they spoke with Mr. Miller did not know the names of outside candidates, or formally the names of any of the candidates but it was the case at least with many deans that their remarks to Mr. Miller were directed not only to the qualifications of individuals but also to the question of whether the new president should be from inside or outside the University. A great many of the deans spoke strongly in favor of the choice being from inside.

Bender: Thank you for reminding me. Mr. Miller did say at the meeting of the executive board at which we were present that the deans had expressed a strong preference for an inside candidate, as well as other things.

Paul Korshin: Several people in the last few minutes have used the word qualifications, a word which comes as somewhat of a surprise given the nature of Mr. Miller's presentation. He said of Sheldon Hackney that he was "superbly qualified," that Dr. Hackney had "a wonderful sense of what a university was all about." We all know what the qualifications of the leading internal candidate were, or are, but it's very hard to assess the qualifications of the nominee. None of them have been mentioned by anybody, except a commitment to big-time football, and to a development campaign at Tulane which failed. Those of us who've tried to find out some of those qualifications have discovered that the record of faculty salaries at Tulane during Dr. Hackney's five years is perhaps the worst at any private university in the country. Further assessment would deal with the ranking of the graduate schools at Tulane, of which there are eleven, and the forty-odd FAS-style departments. The best of those departments is the English department; it has a rank of 45th in the country. It hasn't improved in the five years of Dr. Hackney's tenure, nor has any of the graduate schools or any of the FAS style departments. ...

Phoebe Leboy: I trust you are heading toward a question?

Korshin: I am. ... If that's so, what were those superb qualifications that Mr. Miller mentioned? No one seems to have told us what they are and I'd dearly like to know.

Bender: That's not an easy question to answer because I must not say what other people thought in either the consultative committee nor to the extent that I know—and I don't know very much—about what people said in the executive board. Those thoughts are supposed to be confidential. I can tell you what I think his qualifications seem to me to be, based on the information that I saw. I don't think that's improper for me to do.

I think he is a person of very high academic standards. The reports we had on his performance as provost at Princeton were generally excellent, in some cases, the reports we had on the way he had handled things at Tulane during the time he was president were generally excellent. This doesn't mean they were a hundred percent. I myself got a feeling of a very intelligent, extremely open person who dealt with crises and problems in the appropriate way. I liked especially his openness in dealing with problems. I don't know what others thought but I'm pretty sure nobody felt his restoration of big-time football at Tulane was an especially important qualification.

The remainder of the meeting was devoted to resolutions 2 and 4 (see Paul Bender's report in his letter on page 5).

Vigorous Protest

I wish herewith to register a vigorous protest against the procedures and methods followed at the special meeting of the Faculty Senate on Oct. 14. Why, for example, was the meeting held in a room that could not possibly hold all of the members of the Senate? How many members were turned away because they could not fit into the room? Why was the meeting held at the time when many professors were teaching? It seems obvious to me that the meeting actually should have been held on Saturday night in Franklin Field.

Of course, far be it from me to suggest that any attempt was made to pack the meeting, but one can't be too suspicious these days. I noticed too that many people left before the vote was taken. Why were no guards placed at the doors to prevent members from leaving until they had voted? Why was voting taken by a show of hands rather than by secret written ballot? Why was there not a mail ballot for the entire faculty? Why was voting delayed so long that no other resolutions could be brought to a vote? Why were not all absent members recorded as abstaining for the vote? Etc. etc. etc.

Most of all, what makes me believe that the procedures followed at the meeting were defective and basically illegitimate is that the voting result was not in accord with the wishes of the most sensitive, sensible, and aware portion of faculty, namely, myself and all those who agree with me. (In case that last sentence is not completely clear, let me put it another way: I didn't get what I wanted. And everyone knows that when you don't get what you want, there must be something wrong somewhere.)

Therefore I wish to urge my colleagues to sign a petition calling for a special meeting of the Faculty Senate to reconsider the action of the previous meeting and to discuss the formulation of proper procedures that will produce satisfactory results, i.e. results that I like. I am certain that many colleagues will agree that only those procedures that produce results that my friends and I approve of are legitimate. All other procedures are *ipso facto* wrong.

Let me end by saying that I believe that I am acting purely in accordance with the spirit which seems to be presently abroad on the campus.

— Paul M. Lloyd
Professor of Romance Languages

Harm to University

If, after Tuesday's vote in the Faculty Senate, the Trustees stand by the recommendations of the Executive Board and the Consultative Committee, it may seem to many that they are acting undemocratically and in defiance of the will of the faculty. I believe that such a perception is unjustified.

First, the Faculty Senate acted with incomplete information. The laborious search by the Consultative Committee not only enabled them to compare outside candidates with inside nominees, but also must have generated much new information about

insiders. The members of the Committee have behaved with great restraint in honoring their vows of confidentiality. The proponents of Provost Gregorian are pushing toward a public discussion of detailed personal information that could prove destructive to all concerned.

Second, the academic communities of the University were already well represented in the search process. Indeed, both Paul Miller and Paul Bender confirm that, in the final preferential balloting, faculty and student members present and voting outnumbered the Trustee representatives. They both testify that the nomination of Sheldon Hackney by the Executive Board was consistent with that voice.

Third, only about 20 percent of the faculty attended the Senate meeting. Of those in attendance, only a bare majority voted to reject the substitute motion that would have averted a confrontation. Moreover, support for the resolution adopted came overwhelmingly from one segment of the faculty—members of the humanities departments of FAS, whose participation at the meeting was disproportionate to their numbers in the faculty as a whole.

Vartan Gregorian is a gifted leader who has served Pennsylvania well. I agree, however, with Philip Rieff in believing that the Provost's positions during the past month have harmed our University. True concern for the needs of the institution should have dictated that he continue as Provost throughout the transition and that he disavow the movement to overturn the work of the Consultative Committee.

Now we can only urge that the zealots pushing for the nomination of Vartan Gregorian reconsider; that the Trustees ignore a foolish and unrepresentative vote by the Senate; and that faculty and students alike welcome Sheldon Hackney to Pennsylvania as our next President.

— Jack Nagel
Associate Professor of Political
Science, Public Policy, and
Public Management

The Senate Office responds:

In his letter, Professor Nagel states that members of the humanities departments of FAS participated in the October 14 Senate meeting in numbers "disproportionate to their numbers in the faculty as a whole." The facts are that 350 Senate members signed cards indicating attendance; 181 of these cards were signed by members from FAS. FAS departments are represented on these cards in the following numbers:

American civilization 4
anthropology 9
art history 3
astronomy 2
biology 1
chemistry 11
classical studies 3
economics 10
English 16
English in general honors 1
folklore 1
geology 3

German 5
history 11
history and sociology of science 4
linguistics 3
mathematics 2
music 7
oriental studies 11
philosophy 4
physics 15
political science 9
psychology 11
regional science 5
religious studies 2
Romance languages 13
Slavic languages 3
sociology 11
South Asia regional studies 1

We do not know how many people attended the meeting or voted without having signed cards. The number of chairs in the room and the number of standees suggest that the total attendance was approximately 450.

End Confusion

The special Faculty Senate meeting on October 14 made the following clear:

1. On October 24, 1980 the Trustees can either accept or reject the nomination made by their Executive Board. Formal action has not yet taken place. Thus, no violation of the Sunshine law has been committed.
2. The presidential search was conducted fairly, properly, in full accordance with the previously established guidelines.
3. The faculty is sharply divided about the issues raised.
4. Provost Gregorian should withdraw from the competition for the presidency in order to put an end to the confusion reigning on our campus.

— Morton Benson
Professor of Slavic Languages

Black Box

At the meeting of Faculty Senate on October 14, 1980, I asked Trustee Chairperson Paul Miller what he thought of Dr. Hackney's resignation from Tulane if no decision had yet been reached on his appointment because the decision was to be made at the trustees meeting on October 24, 1980. The response was, in my view, somewhat evasive, but amounted to Miller's suggesting that Hackney resigned in order to establish his credibility for the Penn job. I am enclosing a copy of an open letter from President Hackney of Tulane to the Tulane student body, dated September 17, 1980, announcing his planned departure. This letter suggests a rather unambiguous offer from Penn to Hackney, one unencumbered by uncertainty or indecision of any kind. If this is so, the board of trustees not only would have had no choices, their role would have been pro forma and perfunctory.

As noted by Professor Nachmias at the meeting, the actions of the Executive Board took place inside a black box; the answer to a number of questions about the nature of the decision process, the actual offer to Hackney, the accuracy of trustee estimates of faculty

and student sentiment and the apparent differences in the criteria and standards set by the academic community as compared to the trustees, lie concealed in this black box. Can this difficult situation really be reconciled if all these issues remain obscure?

—Robert J. Rutman
Professor of Biochemistry

Enclosure:

September 17, 1980

An Open Letter To The Students
of Tulane University

You are already aware that I am leaving Tulane to assume the Presidency of the University of Pennsylvania, and you have probably read or heard that I am leaving with "mixed emotions." That is more than the standard rhetoric for such occasions; I will miss many things about Tulane, and you, the students, are near the top of the list.

I have said on many occasions that Tulane is a more interesting and exciting place these days than it was a few years ago. What I have meant, in large part, is that you are more interested in and excited about the things you are doing. This feeling of good health is contagious, not only to your fellow students, but to faculty, administration and alumni as well. As a result, there is a more solid feeling of community at Tulane now than at any time in my five years here. You deserve much of the credit for that, and I thank you.

Finally, but most personally, I want to thank you for your friendship. I realize that my decision to leave Tulane was unexpected and, frankly, I could not anticipate how you would react. The support and encouragement which many of you have expressed to me have therefore been especially gratifying. Your reaction has also proved to me that you realize that no person is indispensable, and that, too, pleases me. The feelings of excitement and community, the impetus toward improvement, are there to stay. I sincerely believe that Tulane is on the threshold of one of its greatest eras, and one of my deepest regrets is that I will not be able to share those times with you.

Sincerely,
Sheldon Hackney
President

Total Behavior

The actions of the chairman of the board of trustees and of its Executive Board, preceded by the actions of the Consultative Committee on the Selection of a President and followed by the vote of the Faculty Senate on October 14, have placed the University in a very difficult position from which every reasonable means should be used to extricate us.

Some trustees have grossly underestimated the contribution of Vartan Gregorian to the health and development of the University, and the great respect and affection with which he is viewed by his colleagues in the faculty and student body throughout the University. Their conduct of the search and nomination procedure accorded small respect to Gregorian's dignity and devotion to the University. The overwhelming majority of those who voted against the final resolution, endorse this view, and take an uncompromising and unforgiving attitude toward the conduct of the trustees.

The question which was not addressed in the meeting of the Faculty Senate or in much of the current discussion is the nature of an appropriate remedy to these difficulties which the University has imposed on itself.

The Senate has not yet attempted, and in my view should not attempt, to adjudicate the question of whether Vartan Gregorian should

be president of the University. Within the limits of confidentiality, we know that the Consultative Committee at least gave very sober and serious consideration to other candidates besides Hackney. If the Senate vote is to be interpreted as a rejection of the work of the Consultative Committee, we should remember that this implies a rejection of the roles of a number of respected faculty leaders who are devoted to the interests of their colleagues. In fact, a full evaluation of the relative merits of the candidates which the Senate would have to undertake in order to make a reasonable judgment on this issue might require the public discussion of a number of matters which cannot be so discussed without creating animosities and tarnishing reputations in a way which would be extremely divisive within the University and the academic community. This is exactly the reason why confidential consultative committees are intended to replace public debate.

On the other hand, to allow the behavior of the trustees to go unremarked and uncensured is a mistake. But to assume that the principal indefensible action of the trustees was a failure to nominate Gregorian as president may be a tactical error. If we shift attention to this assumption, some trustees may find themselves on defensible ground, when in fact their total behavior is procedurally indefensible. I sincerely hope that the trustees will find some way to remedy the incomparable harm which has been done to the University largely through their own actions.

—Britton Harris, Dean
School of Public and Urban Policy

Not Under Rug

A primary function of the Senate is to provide a mechanism by which the faculty may express to the Trustees their views and feelings about any matter deemed to be of substantial importance to the University. That function was served by the special meeting of October 14.

The message then was that a large number of faculty members are deeply concerned over the impact on the University of the loss of Vartan Gregorian from the top administration—some indeed feel this to be a devastating loss. The expression of this concern unfortunately places both the Trustees and the presidential nominee in an embarrassing position, but I do not think it should have been swept under the rug for politeness' sake. It is a fact of life with which all of us will have to deal.

A second message may have been that there is a strongly felt need for better communication. Many of us shared a feeling of bewilderment over the failure to nominate Vartan. What could have been the reason for throwing away the trust and creative energy that has characterized Vartan's relationship with his faculty and for stopping short the momentum he has created toward the solution of serious problems that have been too long in abeyance? Are these things, so important to us, not valued by the Trustees? Why give them up to choose a nominee who is an unknown quantity to most of us? While

the Search Committee obviously knows considerably more about him than we do, my own experience on such committees has been that the evaluation of outside candidates, in spite of a great deal of hard work, is subject to an uncomfortably wide margin of uncertainty. There are a great many relevant things that can be learned only over months and years of close interaction.

Much was made at the Senate Meeting of the point that when committees have gathered extensive information and spent a great deal of time and effort in analyzing it, they are in a far better position to make judgments than the faculty at large; and their findings therefore should not be questioned so long as the procedures agreed upon have been followed. The point is well taken with respect to committees dealing with complex policy questions and also with respect to the evaluation of outside candidates by Search Committees. However, it does not hold up with respect to the evaluation of inside candidates for academic administrative posts. The cumulative information of the faculty, as a whole, about the insider is far greater than that of the small number of individuals who may be appointed to the committee. Broad faculty opinion should in this case receive correspondingly greater weight. And one highly relevant datum, the attitudes of the faculty, certainly is known best to themselves. It can be made more generally known through such a device as a Senate Meeting.

—Jean A. Crockett
Chairman and Professor, Finance

Mature Disagreement

Many of the speakers at the October 14 meeting of the Faculty Senate, while expressing the highest personal regard for Provost Gregorian, warned the faculty that attempting to place his name in nomination for the presidency would bring the faculty into a harmful position of conflict with the trustees. They cited former Senate Chairman Irving Kravis' warnings against upsetting the delicate balance of power between faculty and trustees and reminded their assembled colleagues that authority to choose a president is, by the statutes of our University, vested in the Trustees.

Paul Miller obviously agreed. In his address to the Senate he quoted, with approval, Professor Kravis' warnings, and in the *Daily Pennsylvanian* of October 15, he is reported as saying, "If [the faculty's] motivation is to rip the University apart, they're doing a pretty good job."

However, I believe that Professor Kravis and Mr. Miller are both seriously mistaken about the impact of the resolution which was passed at the Senate meeting.

Far from attempting to usurp the authority of the trustees to choose the president of the University, the faculty are simply asking that an additional nomination be submitted to that board so that its members can make their choice. As a matter of fact, it could be argued that is not the faculty but Paul Miller who has attempted to usurp the board's authority, since by presenting them with only one nomination, he has effectively prevented

them from making any kind of meaningful choice.

Thus far Mr. Miller has prevailed. He devised the composition of the Consultative Committee, which had only four faculty members and two students on it, despite the recommendation of the University Council. He chose the trustees, who with him formed the majority of the Committee. And as chairman he was doubtless influential in its operations. Mr. Miller also prevailed in the second step of the process when the Consultative Committee reported to the Executive Board of the Trustees, which he also chaired. Coming before that Executive Board, all save two of whose voting members are, as Mr. Miller admitted at the Senate meeting, also appointed by the chairman of the Board, Mr. Miller presented them with only one nomination, that of Sheldon Hackney. Not surprisingly, there were no

objections.

Now Mr. Miller wishes to carry to the full Board of Trustees that same single nomination. And he can choose whether or not to accept the Faculty Senate resolution which asks that the full Board (which includes members *not* appointed by him) be given, in addition to the name of Sheldon Hackney—but not instead of it,—the name of Vartan Gregorian.

It would be sad if, after what seems to have been so one-sided a procedure, the attempt of the Faculty to express its considered opinion on a matter of such gravity were construed as harmful, divisive, or illegitimate. The Faculty is mature enough to disagree honestly and without rancor. Doubtless the Trustees are equally so.

—Elizabeth Flower
Professor of Philosophy

Brown Bags & Training

This week as a courtesy to the University community, the *Personnel Newsletter* yielded its four-page space (for which it pays, monthly) so that major documents by Trustees Chairman Paul Miller and others could appear. *The Newsletter* will be published next week. Meanwhile, with thanks to the *Newsletter* for this gesture, *Almanac* notes these events which it intended to bring to the attention of the faculty and staff this week:

October 22: Training Session in Resume Development; call Chris Davies, Ext. 6017.

October 27: E. Digby Baltzell's Brown Bag Lecture on *Puritan Boston and Quaker Philadelphia*, 1 p.m. in the Benjamin Franklin Room, Houston Hall.

Training session in Telecommunications; call Chris Davies, Ext. 6017.

October 29: Training session in Interviewing Skills; call Chris Davies, Ext. 6017.

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.

Counsel's Advice to the Trustees on the 'Sunshine Act'

In light of the many recent assertions concerning the applicability of the Pennsylvania Sunshine Act to the presidential search process, I am writing this letter to set forth the advice which counsel gave to the Executive Board while the search process was continuing and before it was clear who would be nominated. There were several bases on which their advice was founded.

First, we had received several earlier opinions on the applicability of the Sunshine Act, advising that the "agency" to which the Act applied was not the University itself, but rather the Trustees. Not covered are meetings of boards of overseers, the provost's staff conference, and most other bodies, including meetings of the Consultative Committee. We were told that the Act would apply to the Executive Board when—but only when—it took formal action on behalf of the University in substitution for the board under §2 of Article IV of the University's statutes delegating the full authority of the Trustees to the Executive Board. Noting that §4 of Article II of the University's statutes vested in the Executive Board (and *not* the Trustees) the function of initially receiving nominations, counsel distinguished the unique role of the Executive Board in so acting from its more general role in exercising the fully delegated authority of the Trustees, and advised us that a meeting of the Executive Board held exclusively for the purpose of receiving nominations pursuant to §4 of Article II need not be an "open meeting." We were told that if the special meeting on September 14 were held for that purpose alone, the provisions of the Sunshine Act would not apply.

Second, counsel advised us that simply receiving one or more nominations to fill a projected vacancy in the office of president as contemplated in §4 of Article II of our statutes would not constitute "formal action" as defined under the Sunshine Act. "Formal action" is defined under the Act as the taking of a vote on various matters (not including nominations) or the setting of an official policy. Neither occurred at the Executive Board meeting on September 14, 1980. The Executive Board did not bind the University to a particular course—not vote was taken, and no University policy was adopted. In counsel's view, the "formal action" of electing a president requires, as a matter of law, the affirmative vote of two-thirds of the Trustees in office. Since there are many meetings of the Trustees at which attendance is substantially less than all of the trustees in office, this requirement of the affirmative vote of two-thirds of the trustees in office is far from a pro forma ratification of a previous choice.

Third, we were advised by counsel that the presidential search process could be conducted in absolute confidentiality, as agreed upon in advance by all participants, notwithstanding the Sunshine Act. We had emphasized how important it was to the University that the investigations, interviews, discussions, and deliberations of the members of the Consultative Committee and of the Executive Board remain confidential. Counsel advised us that under case law, discussion and deliberation leading to recommendations for final action, but short of final action itself, need not occur at an "open meeting". As a nomination is a form of recommendation, and by definition does not constitute a final decision or election of the candidate, all of the processes of the Consultative Committee and of the Executive Board leading to a nomination could be insulated from public scrutiny. Included, they said, could be the informal session of the two committees which were called for September 13, as well as the interviews and deliberations of the Executive Board which were to take place afterward and the special meeting called for September 14. Thereafter, in keeping with the requirements of the University statutes, disclosure of the identity of the nominee was, of course, necessary in the notice of the October 24 meeting of the Trustees, and that meeting has been duly advertised and will be held as an open meeting in full compliance with the Sunshine Act.

Fourth, counsel expressed the belief that the Sunshine Act would be construed by a Court in the context of the Commonwealth's oft-expressed policy of protecting personnel information respecting character and professional qualifications. Provisions in the Act and other statutes reveal the legislative intent to protect this sort of information from unnecessary exposure, and judicial decisions have reflected a similar concern. This general policy, particularly in light of the interest of an institution of higher learning in maintaining confidentiality throughout its various search processes, was felt by our counsel to support their conclusions that the Sunshine Act would not be interpreted to extend to the September 14 special meeting of the Executive Board.

I hope this account is helpful to members of the University community who have expressed concern about whether the Executive Board's decision to hold a closed meeting on September 14 was well-reasoned and responsible.

—Paul F. Miller, Jr.
Chairman of the Trustees

October 21, 1980 *Almanac*

OPPORTUNITIES

Listings are condensed from the personnel bulletin of October 16 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;
Leidy 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, Ext. 7284. The University is an equal opportunity employer. Where qualifications include formal education or training, significant experience in the field may be substituted. The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint). Some positions listed may have strong internal candidates. If you would like to know more about a particular position, please ask at the time of the interview with a personnel counselor or hiring department representative. Openings listed without salaries are those in which salary is yet to be determined.

Administrative/Professional Staff

Accountant (3358) \$11,400-\$15,800.
Administrator and Financial Officer (3491) acts as primary operational manager in the implementation of decisions by the Hospital Board and the Executive Committee; serves as an advisory member on both committees; develops and monitors approximately \$8 million divided into center, hospital and clinical studies budgets; accountable for operations of personnel office and purchasing area (MBA; five to seven years' related experience in an academic environment including budgetary and personnel matters and at least two years of food service, physical plant and office services experience) \$20,475-\$28,875.
Archivist, Museum (3453) \$16,325-\$22,000.
Assistant Area Director for Operations and Maintenance (B0386) \$11,400-\$15,800.
Assistant Director (B03055) \$23,600-\$44,250.
Asst. Director, Merchandise (3461) \$14,200-\$19,625.
Asst. Director, Telecommunications (3257) \$14,200-\$19,625.
Assistant General Counsel (3332) \$20,475-\$28,875.
Assistant Secretary (3427).
Asst. to Director, Annual Giving (03163) \$11,400-\$15,800.
Assistant to Executive Director, Student Financial and Administrative Services (3454) \$16,325-\$22,600.
Assoc. Development Officer I (3273) \$14,200-\$19,625.
Assoc. Development Officer II (3039) \$17,725-\$25,000.
Assoc. Director for Administration (3394) \$16,325-\$22,600.
Business Administrator (B0641) \$11,400-\$15,800.
Business Administrator II (3492) controls and administers approximately 50 budgets; handles personnel matters related to A-2 and A-1 employees; implements word processing center (degree or experience in an academic environment; experience in budgetary and personnel matters; mature judgment, initiative, organization; supervisory ability to handle deadlines) \$12,375-\$17,425.
Business Manager (B0681) \$16,325-\$22,600.
Chief Medical Librarian (3337) \$27,125-\$38,225.
Coordinator, Off-Campus Living (3479).
Corp. Placement Counselor (3364) \$14,200-\$19,625.
Data Communications Adm. (2959) \$16,325-\$22,600.
Director (03206) \$23,600-\$33,250.
Director, Faculty Club (B0695) \$20,475-\$28,875.
Director, Student Data (3320) \$20,475-\$28,875.
Jr. Research Specialist (4 positions) \$11,400-\$15,800.
Judicial Inquiry Officer (3453) \$16,325-\$22,600.
Librarian II (3443) responsible for monographic Middle Eastern language materials including bibliographic description, classification, subjects, series and other access points using cataloging standards and classifications schemes (MLS; cataloging experience; good command of Arabic and Persian languages; knowledge of Turkish

and/or Armenian desirable; academic background in Middle Eastern Studies desirable) \$14,200-\$19,625.
Librarian II (3426) \$14,200-\$19,625.
Manager (30170) \$14,200-\$19,625.
Museum Membership Manager (3403) closed.
Nurse Practitioner I (B0670) \$14,200-\$19,625.
Nurse Technician (3474) \$12,375-\$17,425.
Production Control Tech. (3376) \$14,200-\$19,625.
Programmer Analyst I (B0360) \$14,200-\$19,625.
Project Manager (B0278) closed.
Radio Station Music Director and Program Coordinator (B0605) closed.
Radio Station Production and News Director (B0604) closed.
Radio Station Publicity and Information Director (B0606) closed.
Research Administrator (3465) \$17,725-\$25,000.
Research Coordinator (B0684) \$14,200-\$19,625.
Research Specialist I (4 positions) \$12,375-\$17,425.
Research Specialist II (B0537) \$14,200-\$19,625.
Staff Dentist (3473) \$31,150-\$43,925.
Staff Writer II (3408) closed.
Systems Analyst (3483) meets with users of all levels and determines their needs; prepares feasibility studies, general systems designs, detail systems designs and programming specifications (ability to communicate effectively, both verbally and in writing; knowledge of large-scale computers, ability to design on-line, real-time systems) \$17,725-\$25,000.

Support Staff

Abstractor I (3485) maintains prospect records, updates prospect files from newspaper clippings; checks reference books for information on prospective donors; files correspondence and primary cards; types cards and forms (high school graduate; two to three years' clerical experience, excellent clerical aptitude) \$7,700-\$9,425.
Accounting Clerk (B0709) performs clerical work in the preparation of accounting statements, bills accounts, posts expenditures to ledgers, computes discounts, maintains records on various charges (high school graduate, one year's accounting experience; good clerical and bookkeeping aptitude; ability to type accurately; ability to operate office equipment) \$7,700-\$9,425.
Administrative Assistant I (3487) coordinates and records data; screens students; counsels, advises and makes referrals to appropriate areas (good communication skills; knowledge of University community; some typing; ability to interact with administrators and students) \$8,775-\$10,850.
Administrative Assistant I (2 positions) (B0698) (B0618) \$8,775-\$10,850.
Administrative Assistant II (2 positions) (3452) (3451) \$9,400-\$11,675.
Admissions Assistant (3467) \$8,775-\$10,850.
Clerk II (3095) \$7,200-\$8,750.
Clerk III \$7,700-\$9,425.
Clerk IV (2 positions) \$8,250-\$10,150.
Coordinating Assistant I (B0672) \$9,400-\$11,675.
Coordinating Assistant II (2 positions) \$10,700-\$13,450.
Coordinator of Student Permanent Records (3466) \$9,400-\$11,675.
Coordinator of Visitor Services \$8,775-\$10,850.
Data Entry Operator (3441) \$8,250-\$10,150.
Data Entry Operator (3486) enters and verifies alphabetic and numeric information in prescribed formats (high school graduate, minimum of two years' experience on IBM 129 or trainee IBM 3741 data entry station, six month position) \$8,250-\$10,150.
Duplicating Machine Operator I (3 positions) (B0654) (B0662) \$6,325-\$7,625.
Electrician I (2794) Union wages.
Electron Microscope Technician II \$10,700-\$13,125.
Electronic Technician I (B0399) \$9,600-\$11,700.
Electronic Technician II (3254) \$10,700-\$13,125.
Foreman, Farm Unit (B0518) \$6,900-\$8,825.
Histology Technician II (B0697) \$10,700-\$13,125.
Information Systems Tech. (B0696) \$10,025-\$12,525.
Junior Accountant (3482) reconciles University's general bank account; controls and issues checks (two years' college education with extensive course work in accounting or bookkeeping experience) \$8,775-\$10,850.
Limited Service Clerk (3470) \$7,700-\$9,425.
Mail Carrier (3438) Union wages.
MCST Operator (3418) \$8,250-\$10,150.
MTSC Operator (3481) \$10,025-\$12,400.

Operator, Office Automation (3004) \$7,700-\$9,425.
Operator II, Office Automation \$8,250-\$10,150.
Project Budget Assistant (3498) processes and records financial activities of a combined academic and research department involving payments, deposits, requisitions, weekly payroll and monthly statements (accurate typing, numerical clerical aptitude, college training in accounting preferred, university or business office experience) \$8,775-\$10,850.
Psychology Technician I (B0707) assists in experiments with human subjects; assists with data analysis, performing required statistical procedures and utilizing electronic data processing equipment; recruits, tests, interviews and otherwise interacts with addicted patients who are study subjects (degree in social science; background in addiction research; ability to operate electronic data processing equipment) \$10,700-\$13,125.
Radio Station Technical Director (B0603) closed.
Receptionist (03126) \$6,725-\$8,175.
Receptionist, Medical/Dental (3 positions) (3233) (3450) (3447) \$7,700-\$9,425.
Research Bibliographer I (3497) handles day-to-day management of the center; screens correspondence, composes replies, types confidential material; helps with budgets, processes working papers, supervises secretary, organizes seminar (organizational and supervisory ability, initiative, mature judgment, related experience, knowledge of University procedures, ability to type with speed and accuracy) \$8,775-\$10,850.
Research Laboratory Technician II (2 positions) (B0624) (B0695) \$9,600-\$11,700.
Research Laboratory Technician III (11 positions) \$10,700-\$13,125.
Secretary I \$7,200-\$8,750.
Secretary II (11 positions) \$7,700-\$9,425.
Secretary III (17 positions) \$8,250-\$10,150.
Secretary IV (3469) screens and logs all incoming correspondence to subject area, receives visitors, responds to general telephone inquiries, schedules meetings, conferences, responsible for vice provost's calendar (good telephone manner, excellent typing skills, knowledge of general office equipment, familiarity with the University and procedures) \$9,400-\$11,675.
Secretary, Computer Facility (3489) prepares and enters, at a terminal, the miscellaneous charges for computer system accounting; prepares and distributes monthly computer usage summaries for department chairman; prepares monthly billing of invoices for non-university users and journal vouchers for university users; updates and maintains MSCF hardware and software documentation and manuals on-line with the text editor (experience using computer terminals and text editing systems, high school graduate, four years' experience as a secretary) \$9,400-\$11,675.
Secretary, Med./Tech. (7 positions) \$8,775-\$10,850.
Senior Admissions Assistant (03107) closed.
Student Medical Record Assistant (3471) supervises and assigns work of support staff; supervises central record system; develops and maintains diagnostic and procedure index; prepares and presents patients' records; prepares reports as required (high school graduate; dental experience) \$8,775-\$10,850.
Supervisor, Herdsman (B0308) \$15,292-\$19,606.
Supervisor, Herdsman (3422) \$10,025-\$12,850.

Part-Time Positions

Administrative/Professional

Five part-time administrative/professional positions are listed on campus bulletin boards.

Support Staff

15 part-time support staff positions are listed on campus bulletin boards.

HUP Seeks Administrator

The Administrator, Hospital of the University of Pennsylvania responsible for daily operational activities of HUP and for obtaining results in keeping with hospital policies and objectives (requires master's degree or equivalent in health care administration and minimum of five years' experience with primary authority for 100 beds or secondary authority for 500 beds). Salary highly negotiable. Apply by resume to: Executive Director, I Administration, HUP, Philadelphia, PA 19104.

ON CAMPUS

October 21-31

Exhibits

Opening October 25 *A Century of Black Presence at the University of Pennsylvania, 1879-1980*, Van Pelt Library. This exhibit, honoring the Black Centenary at the University, continues through 1981.

Through October 30 *Windows, etc.* at the Philomathean Art Gallery, 4th Floor of College Hall.

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

Through 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.

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

Through 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.

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.

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.

Philomathean Art Gallery Hours Monday-Friday, noon-5 p.m.

Films

Exploratory Cinema

October 22 *Learning to Dance in Bali* by Margaret Mead and Gregory Bateson; *The Wedding of Palo* by Knud Rasmussen and F. Dalsheim.

October 29 Luis Bunuel's *Las Hurdas (Land Without Bread)*; *Boirnage* by Joris Ivens and Henri Storck; *Song of Ceylon* by Basil Wright and John Grierson.

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 22 Neighborhood action: three films, 7:30 p.m.

October 23 Weekend, 7:30 and 9:30 p.m.

October 24 Weekend, 4 p.m.; *Sun Ra: A Joyful Noise*, 7:30 p.m.

October 29 Humor is cheaper by the dozen with this showing of one dozen funny movies, 7:30 and 9:30 p.m.

October 30 *How Yukong Moved the Mountains*, Program 2: *The Fishing Village*, 7:30 p.m.; *The Amulet of Ogum*, 9:30 p.m.

October 31 *How Yukong Moved the Mountains*, 4 p.m.; *The Amulet of Ogum*, 7:30 and 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 25 *Anasi the Spider*; *The Magic Three*; *Arrow to the Sun*; *The Loon's Necklace*

November 1 *Adventures of Tom Sawyer*

November 8 *Son of Paleface*

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

November 2 *Newfront*

November 9 *Wedding Camels*

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

GSAC Film Series

October 23 *The Wages of Fear*

October 30 A Halloween special: *Vampyr*, and *La Jete*.

All films at 8:30 p.m. in Dietrich W-51. Grad students, \$.50; all others \$1.

Meetings

October 24 Stated meeting of the full board of Trustees, 2 p.m. in Weightman Gym. Open to observers.

October 28 Regular monthly meeting of the Faculty Tea Club. Fran Abramson, of the Philadelphia Art Museum, speaks on *Three Centuries of American Art*. Information: Winifred Berg, 546-5475.

Music

October 23, 30 PUC sponsors Entertainment at 11 a.m., a weekly series of live performances in the Houston Hall Gallery.

October 30-31, November 1-2, 6-9, 12-15 Penn players presents Kurt Weill's *The Threepenny Opera* at the Annenberg Center's Harold Prince Theatre. Call the Annenberg Center Box Office at Ext. 6791 for ticket information.

Special Events

October 25 *Homecoming 1980*: walking tours of the campus depart every half-hour from the steps of College Hall, 9:30-11:30 a.m. ... the classes of 1971-1981 are invited to a Young Alumni Party at 11:30 a.m. at the umbrella area of Blanche Levy Park ... the Homecoming Picnic begins at 11:30 a.m. on the plaza of the Fine Arts Building. ... Penn meets Yale on Franklin Field at 1:30 p.m. ... The Alumni Council on Admissions hosts a post-football game reception at the Faculty Club for alumni (and their families) who are parents of current undergraduates.

Friends of Soccer luncheon with guest Charles R. Scott, associate director of athletics and former soccer coach. Penn meets Yale in soccer at 10 a.m. followed by a cash bar and buffet luncheon at Hutchinson Gym. For information call Gerald R. Beaver at Ext. 4773.

November 1 *Draw It Your Way*, a Saturday workshop for children at the I.C.A. Structured for children ages 5 through 12, the workshop explores the possibilities of drawing. 11 a.m.-noon at the ICA Galleries.

University Museum Tours October 22, *Hasanlu, An Iron Age Massacre*; October 26, *African Roots—American Jazz*; October 29, the annual Halloween tour: *Ghosts, Goblins and Things That Go Bump in the Night*. All tours begin at 1 p.m. at the Main Entrance of the Museum and last approximately 45 minutes.

Sports (home schedules)

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

Field Hockey 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 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.

Soccer 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.

Talks

October 21 A-3 Assembly Workshop featuring Gerald Robinson on *University Personnel Policy*, in the Benjamin Franklin Room, Houston Hall at noon and again at 1 p.m.

October 22-25 *Second Annual Post-Graduate Course in Obstetrics and Gynecology*, sponsored by the School of Medicine Continuing Education Program. For more information call Nancy Wink at Ext. 8006.

October 22 Ruth Purtillo, *Analysis of Ethical Considerations Among Physical Therapists*, NEB 208 at 4 p.m.

October 23 Aghananda Bharati of Syracuse University on *Charisma of Office or of Person: The Role of Leaders in Indian Sects*, sponsored by the South Asia Regional Studies department at 11 a.m. in the University Museum's classroom 2.

October 24 Professor Fred C. Robinson, Yale, on *The New Criticisms and the Old Philology*, Van Pelt Library, first floor conference room at 4 p.m.

October 24-25 *Women in the Professions: The Asian-American Cases*, conference sponsored by the Asian-American Association and the women's studies department. For more information, call women's studies at Ext. 8740.

October 27 Roland Milavsky, NBC vice president of news and social research, *Report of a Ten-Year Study of Television, Children and Aggression*, Annenberg School 124 at 4 p.m.

Dr. Margo Horn of the University of Pennsylvania on *Work in Progress: The Commonwealth Fund's Programs for Children: Issues in the Study of a Twentieth Century Institution*, Smith Hall 107 at 4 p.m.

Professor E. Digby Baltzell of the University's sociology department on his 1979 book *Puritan Boston and Quaker Philadelphia*, 1 p.m. in the Benjamin Franklin Room of Houston Hall.

The roundtable on science, law and public policy presents Ellis R. Mottur, former assistant director of the Congressional Office of Technology Assessment on *Technology Innovation and Public Policy*, Houston Hall's Bishop White Room at 4 p.m.

October 28 Nachman Avigad, professor emeritus and former chairman of the department of archaeology at the Hebrew University in Jerusalem, on *Recovery of an Upper City of Jerusalem*. In the University Museum's Rainey Auditorium at 5:30 p.m. Admission is \$5 for both members and non-members of the museum; students are admitted free. A wine and cheese reception follows.

Anatomy of a Play, from playwright Leslie Lee's perspective, a Leon Lecture, 4 p.m., 124 Annenberg School. Wine and cheese afterward: Faculty Club.

October 29 Professor John B. Jackson, *History of the Landscape*, as part of *The Aesthetic Obligation*, the GSFA Student Lecture Series at 7:30 p.m. in room B-1 at the Graduate School of Fine Arts Building.

October 31-November 1 The School of Veterinary Medicine sponsors a continuing education program on *Practical Husbandry, Medicine and Surgery of Captive Reptiles*, featuring Dr. Fredric L. Fry, research associate at the Steinhart Aquarium in San Francisco and clinical professor of veterinary medicine at the University of California at Davis. Information: Ext. 4234.

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., Stieler 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.

Theatre

Lillian Hellman's *Watch on the Rhine*, sponsored by the Philadelphia Drama Guild. October 21-26, 28-31, November 1-2 at the Annenberg Center's Zellerbach Theatre. Ticket Information: Ext. 6791.

The Mask and Wig Club's 93rd annual production, *Hire and Higher*, opens October 23 at the Mask and Wig clubhouse, 310 South Quince Street. Plays Thursdays, Fridays and Saturdays through December 6. Ticket information: WA3-4229.

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.