

Almanac

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Mike Speers

The President is Elected: Sheldon Hackney



W. Owen Lampe Jr.

All 37 eligible hands went up when Chairman Paul F. Miller Jr. called for the "ayes" at Friday's open meeting of the Trustees. Dr. Sheldon Hackney, award-winning historian, former provost of Princeton and president of Tulane, will take office February 1 as the sixth president of the University of Pennsylvania.

In the two-day fall meeting of the full body of the Trustees of the University of Pennsylvania there were celebrations (of the Program for the Eighties' success and the opening of the Year of the Black Centenary), tributes (to Provost Vartan Gregorian at his last meeting of the Trustees, and to President Martin Meyerson at his next-to-last full board session) and one speech openly critical of the handling of the presidential selection process (by Emeritus Trustee Sarkes Tarzian).

The election of the new president followed a half-hour discussion in which Chairman Miller described the search and selection procedures and individual trustees asked

questions about Dr. Hackney's qualifications. To the key questions, these were some of the answers:

On administrative ability: Charles Wolf quoted references who said Dr. Hackney "left no unsolved problems at Princeton," and balanced the Tulane budget while moving the educational program forward.

On educational leadership: Praise of his scholarship came from Dr. Carl Kaysen ("No university president himself is competent to cover the enormous range of disciplines ... but having done it yourself is a vital ingredient....") Mrs. Jacqueline Wexler

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added that she found evidence of "extraordinary integrity, intellectual depth and social sensitivity," with respect for collegial decision-making plus the courage to act. She used the upgrading of faculty at Tulane as an example.

On diversity: The Hon. A. Leon Higginbotham, Jr., "impressed with the present Provost and his commitment," said his calls to presidents of predominantly-black Xavier and Dillard Universities in New Orleans produced confidence that Dr. Hackney would be "fair and vigorous, and would recognize that a university that did not move on the affirmative action front would be deficient." He cited cooperative programs with Xavier, and concluded that Dr. Hackney would "deal effectively on the issues of pluralism," but reminded trustees of their continuing role of leadership.

On relations with students: Dr. Gloria Chisum emphasized post-nomination information (with confidentiality a barrier to pre-nomination sampling) which showed Tulane students expressing regret at his loss, and she added personal examples of parents' and students' appreciation of Dr. Hackney.

On athletics: Robert Levy described the situation that met Dr. Hackney at Tulane, where a large segment of faculty and administration wanted to de-emphasize sports. He said Dr. Hackney recognized the importance

of sports in the Tulane tradition, took "floundering" football and basketball programs and turned them around; but "understands Ivy athletics" and would be supportive at Penn within the Ivy framework.

On fundraising: Reginald Jones, stressing Penn's need for \$46 million this year even after a successful campaign, set the stage with "I have yet to find anybody who enjoys fundraising. There are two classes—the willing and unwilling; and within the willing again two classes—the effective and those who flunk out." He found Dr. Hackney "extremely articulate in stating the case, and vitally concerned with academic planning to develop the case." While balancing the budget at Tulane he increased fundraising, Mr. Jones said, despite an essentially "local" rather than national board (which he changed). Dr. Kaysen added that he investigated allegations that Dr. Hackney was "slow" in launching a major effort: He concluded that a debated personnel decision (on a fundraiser since gone to Yale) reflected the Tulane environment; and he added that observers in the South believe Dr. Hackney moved at "the right pace" for the institution. "If he had jumped in ... he would have fallen on his face," Dr. Kaysen said.

After the election, the standing items of president's and provost's reports began in the usual order. Provost Gregorian's report—

a summary of his five years as dean of FAS and two years as provost—ended with a tribute to Martin Meyerson for his leadership; gratitude to colleagues; and a reminder that "the University has been here for 240 years and will last another 250." During a long standing ovation, Emeritus Trustee Sarkes Tarzian asked for recognition, and following a brief speech from Mr. Meyerson, he was called upon by the chair:

Mr. Tarzian: I want also to express my thanks to Dr. Gregorian for all the things that he has done while he has been here at the University of Pennsylvania. It was Mr. Meyerson and I who were principally responsible for getting Vartan to come here ... to head the [Tarzian] Chair of Armenian History and Culture. After he was here for a year or two they asked him to organize and become dean of FAS, and I think everyone has acknowledged that he did an outstanding job. Then he became provost and again did an outstanding job. But in some respects I think that he hasn't been treated civilly ... Here the University, the Executive Board of the Trustees, the faculty, and everyone else should be congratulated for having the successful campaign and raising the \$255 million. And we were all looking forward to ... a unifying influence in bringing all of us together and overcoming whatever disagreements we may have had. But I feel, and I

The Fun of It—when a \$255 million campaign ends with \$259,389,789 in hand—is dining and dancing in Hutchinson Gym to celebrate. The Benjamin Franklin Associates, who normally hold their annual party at this time, gave up their date Thursday night to the Program for the Eighties for the kind of party that calls for Big Bands and big banners. With jitterbugs and fox-trotters on the floor, it was forties revisited—except for the mimes and jugglers who are the Bicentennial's legacy to Philadelphia celebrations.



Bruce Rosenblum

The 'thank you' was for donors and campaign staff alike.



W. Owen Lampe Jr.

In the Mood: Vartan Gregorian and Nancy Sweeten



Bruce Rosenblum

Sleight-of-hand: The clown drew flowers out of the air for Benjamin Franklin Associates Chairman Lou Meyer, but the Associates pulled over \$7 million out of their pockets for the campaign.

think there are other trustees who probably feel the same way, that the Executive Board did not handle [the selection] sensitively. Everyone knew when the selection process started—and many, many people admitted—that if the selection had been made at that time, Vartan Gregorian would have been chosen to be the next president of the University. We had to follow the procedure, which was proper.... If there was any good reason why Vartan Gregorian's name could not be submitted to the Executive Board to be considered as a candidate, I think that could have been done diplomatically through his friends or to him personally and in confidence. And I am sure if there were legitimate reason why he shouldn't hold that office, he would have been the first to want to withdraw from being considered, in that way preventing this hassle....

In this article (*reads from Inquirer October 24*) some trustee says an omelet has been made and it's not possible to put the egg back.... So I go along with the appointment of Dr. Hackney as president.... We all hope that he'll do an outstanding job for the University. But I am ... sorry that some of these things were handled in a way that people's feelings, and their whole future, were jeopardized....

We've heard a lot of praise for Vartan, and he deserves it. But on the other hand there has been a shadow cast over his career: a place where he worked for eight years didn't select him for the high post, nor others in the University who should have been considered; they were overlooked....

At the time when Vartan was offered the job of chancellor at Berkeley I got calls from trustees, saying "Sarkes, you got Vartan to come to the University; please talk to him and ask him to stay." So I did. I talked to him, and said to him "Vartan, I think you should stay, but in the long run, do whatever you think is best..." And he stayed on because he felt he had a duty to perform here.

I think that it takes courage, and it takes stature, for a group to admit when they have mishandled something so there will be credibility of that group with the student body and with the faculty. Thank you for this opportunity to express a viewpoint which may not be popular; but I do feel that it's in the best interests of the University to bring it out and to face it, and, if we can in some way, be fair to Vartan and the rest of the administrators who have been bypassed.

Mr. Miller: Thank you, Sarkes. I know those comments are heartfelt, and I respect them. (*Recognizes Leonard Lauder.*)

Mr. Lauder: There has been so much talk about Dr. Gregorian, and the report that he gave about his time at the University, I think, has made us all feel very warm toward him. I would like to make a resolution....

RESOLVED, that the Trustees of the University of Pennsylvania unanimously declare their thanks and appreciation to Vartan Gregorian for his deep dedication to the University of Pennsylvania and for

his superb leadership and service to both the faculty and students of the University in his roles first as dean of the Faculty of Arts and Sciences and as provost of the University.

The motion carried unanimously. Dr. Gregorian resumed, submitting three promotions omitted from the October 16 Trustees Executive Board action (passed) and Finance Chairman John W. Eckman introduced three motions that passed—on renovation of Dietrich Hall, lease-purchase of the former PGH Nurses Residence, and an energy control investment. Mrs. Sara Senior described a forthcoming report of her committee on alumni, due for distribution by January, and Chairman Miller shortened the agenda (with a passing note on good investment portfolio performance). He was introducing a new trustee, Michael Gilson, when Dr. Sheldon Hackney arrived and Mr. Miller urged him to the microphone:

Dr. Hackney: Thank you very much. I'm very honored to be here. I will be working very hard and am looking forward to working with you. I really want to thank all of those who have made me feel welcome here over the past few months. It certainly makes reentry very warm and enthusiastic on my part and my wife's... (*Applause for Lucy Hackney.*)

After adjournment, Dr. Hackney was caught by local and campus press for an impromptu press conference. In response to queries:

Dr. Hackney: I don't think this [change of leadership] is going to divert people very much from the course they're on—which I think is an upward course. I hope to keep pushing it upward.

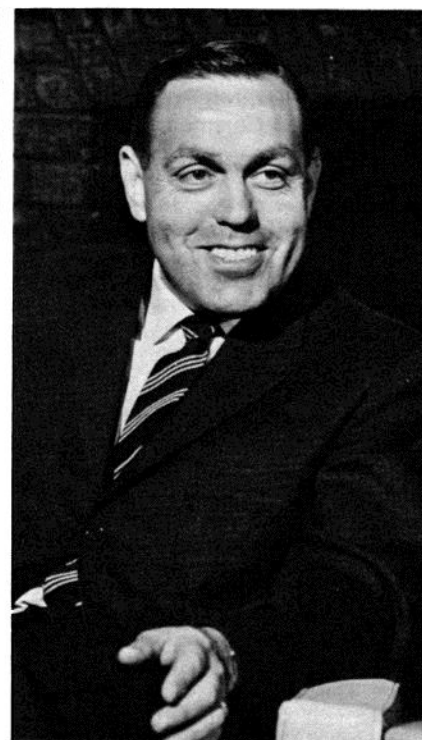
(On his first priority): To get to know more than I do now about the University and what the particular problems are. I have a very good sense of what the general problems of higher education are, and will be for the next ten years. Penn will not be immune from those negative forces, and there are some general ways to counteract those forces. I will need to find out how far along Penn is in putting into place the programs that will help it over the next few years. But what I've been impressed with, I guess, in the short time I've been trying to learn intensively about the University is the depth of feeling about it among students and faculty—which I think is evident in the selection process and the controversy around it. People feel strongly about the University—passionate, even—and that's good. It's one of the marks of a strong institution. It's one of those areas where you can't have a positive without some negative ... the flip side to every coin. I like that. I think the challenge for a research university like Penn is to pursue the creation of new knowledge in the same context that we're pursuing education and personal growth of students ... in a way that optimizes both.

(On whether the job is to move Penn from second rank to first): It is certainly in the first

rank. It is relatively underfunded in a way, and needs some pushing in the next ten years or so if it's going to maintain and increase its quality. Nobody else is going to sit still either. But I think our ambition is to make it stronger and stronger....

(On whether the search could have been handled better): The question you're asking is not for me. I can only tell you—and I was on the other side of that process—[that] I was treated with the utmost consideration by the consultative committee, by the chairman, Paul Miller, and by the Executive Board of Trustees. I was made to feel that they were serious about the process from the beginning—which I was not sure about—and just treated me as an individual from the beginning. They were very honest and very courteous and that's all one can ask.

(On whether he sees problems rising from the process): I have been made to feel by a number of faculty and students who were involved in the discussion of the selection and the process that their concern was not about me, that I was not the issue. I take that at face value; I believe it. I think they are being honest with me, so I am not terribly worried about my relationship to faculty and students. They've been good in the past and I think they'll be good in the future.



Fred A. Shabel will leave the vice-presidency in January to become president of Spectacore, Inc., which operates Ed Snyder enterprises including the Flyers, the Spectrum, Prism TV and other units. Mr. Shabel, former director of athletics and recreation here, said the offer has been under discussion almost a year.

Charles F. Shobe

Senate Meeting November 5

The regular fall meeting of the Faculty Senate will take place on Wednesday, November 5, from 3 to 5:30 p.m. in Room 200 College Hall. I urge Senate members to attend. A number of very important issues are on the agenda, including:

1. Faculty Compensation Policy A resolution proposed by the Senate Committee on the Economic Status of the Faculty calls upon the administration to provide for an increase of no less than 14 percent in the funds available for faculty compensation in the 1981-82 budget. The figure is based on the Committee's beliefs (a) that increases in faculty compensation should, at a minimum, keep up with increases in living costs (projected to rise by approximately 12 percent during the current academic year) and (b) that additional increases in faculty compensation should be provided over the next few years to restore losses in purchasing power that have occurred during the last decade, when increases in faculty compensation have fallen substantially behind increases in the cost of living. The Committee is charged to "represent the faculty in determination of university policy in salary issues." If the Committee's proposed resolution is adopted by the Senate it will provide the basis for the Committee's interaction with the administration during the budget process this year.

2. Presidential Search Procedures A resolution proposed by the Senate Executive Committee "to initiate discussions with the trustees, based on prior task force and University Council recommendations, leading to a proposal for prompt codification of presidential search and selection procedures," was distributed prior to the special Senate meeting of October 14 along with another somewhat broader proposal on the same subject. Neither was reached in the agenda because of extensive discussion of proposals relating to the just-completed search process. Two University task forces on governance have recommended codification of presidential search procedures during the last dozen years. University Council has endorsed the recommendations, and has also recommended that faculty provide the largest component of presidential search committees. The trustees have not acted on the recommended codification, and during the recent search employed a search committee with substantially smaller faculty component than Council has recommended. The Senate, as a body, has as yet taken no formal position on the presidential search process.

3. Reliance Professorship Part of the Chair's report at the November 5 meeting will be devoted to a description of administrative actions relating to the Reliance Professorship at the Wharton School—an endowed chair to be occupied by the deans of that School. The University entered into an agreement accepting the chair last year. The Senate Committee on Academic Freedom and Responsibility subsequently objected to aspects of the agreement which is, at present, in the process of renegotiation.

4. Clinician-Educators Last October the Senate voted to include medical school clinician-educators as members of the Senate and recommended that they be included in the standing faculty. At the same time it expressed serious concern about ambiguities in the phrase "failure to generate an appropriate level of practice funds," which is a permissible cause of termination of the appointment of the clinician-educator. The Senate Committee on the Faculty was asked by the Senate to cooperate with the medical school in formulating a definition of the obligation of clinician-educators to generate prac-

tice funds. The Committee now proposed such a definition for adoption by the Senate.

A complete agenda for the November 5 meeting, along with the full texts of the proposed resolutions, is being mailed to Senate members this week. Substantial attendance at the meeting will increase the effectiveness of any action the Senate may take on these important matters.



Following is the text of Professor Bender's letter to Trustee Chairman Paul F. Miller, Jr., following the withdrawal statement of Dr. Vartan Gregorian (Almanac October 21):

21 October 1980

On October 14, 1980, the Faculty Senate, at a special meeting, adopted a resolution urging that Provost Gregorian's name be put in nomination for the presidency of the University and instructing the Senate leadership to use its best efforts to achieve this end. On October 15, I convened the Senate Executive Committee to seek their advice about implementing the October 14 resolution. On October 16, pursuant both to the October 14 resolution and the Executive Committee's advice, Professors Leboy and Wales and I met with you to discuss the steps that should be taken to implement the October 14 resolution. You agreed to begin the process of implementation. At that time I asked you to let me know should any obstacles arise in the implementation of the October 14 resolution, while I agreed to tell you of any developments that might make further action on your part unnecessary.

On October 17, 1980, I met with Provost Gregorian to advise him of the Senate's action on October 14, of the substance of the Senate Executive Committee meeting, and of the results of my meeting with you on October 16. After I had done so, he told me that he wished to make a statement in response to these events. He asked me to convene a group of faculty and deans on October 20 for this purpose.

Shortly after noon on October 20, at the Faculty Club, Provost Gregorian made a statement in which he stated that he did not wish his name to be placed in nomination for the presidency of the University at the October 24 meeting of the trustees. In view of this statement, it seems to me that further action on your part to implement the Senate's October 14 resolution would be inappropriate.

Almanac

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SPEAKING OUT

The following was sent to Dr. Benjamin S. P. Shen in response to his call for ideas on improving the quality of teaching, and adapted by the author for *Almanac*. Dr. Shen notes that he will welcome more such letters.

Teaching by Rewrite

I applaud the appointment of a task force on the quality of teaching (*Almanac* September 16) and offer some observations based on attempts to improve my own teaching. Perhaps they will be useful to the task force.

It is a common observation that many of our students lack skill in writing. The large classes they attend as freshmen and sophomores surely are not conducive to learning to write. Although there may be a certain degree of generality to writing ability, I have never had much faith in the effects of courses in writing given in an English department. I do not have in mind any pejorative imputations to the abilities of my colleagues in English. Rather, I'm thinking that each field of learning poses specialized problems to the putative writer. For example, when I'm writing about psychology, my colleagues in English could be helpful, no doubt, on matters of grammar and style, but probably could be less helpful on questions involving appropriate development of ideas and arguments. For these, expert knowledge of psychology is required. Since the clear communication of ideas is the ultimate object of writing, instruction in writing in a particular field cannot be left entirely to our colleagues in English. (Oversely, our students' deficiencies cannot be laid at the door of the English department. We are all responsible.)

About four years ago, I taught an advanced seminar in psychopathology for undergraduates—in the main juniors and seniors, as it happened. One of my aims in these seminars is to give the students practice in writing. The term paper is, of course, the classic method, and I adopted it also, with a small but significant modification.

Rewriting seems to me critical in teaching writing. Even if the instructor reads carefully and writes detailed comments on a term paper, my suspicion is that only a few students benefit. The grade is the thing. In my experiences, I can remember only one student who was uncomfortable enough with his errors to rewrite his papers spontaneously and show it to me after his grade had been entered. In our own professional writing, seeking comments from our colleagues on drafts prior to submission to an editor is the usual course. I have been saved from many an egregious error by the acute comments of my colleagues. Yet, this part of the writing process is rarely part of the teaching of writing in non-English courses.

Since I had only 17 students in the seminar, I determined to experiment with rewriting as an integral part of the course. The assignment was to submit a term paper at midterm. I would comment in writing and in detail on it within 2 weeks, and the student was to rewrite

the paper by the end of term.

It turned out to be one of the most gratifying experiences of my professional life. Of the 17 students, 16 showed marked improvement in their papers, indeed sufficient improvement to earn "B" or "A" for the course. One seemed to obtain no benefit from the exercise, although I thought that even he was salvageable if only we had more time together. Of the 16 who improved so remarkably, at least 3 had presented pathetic first drafts, verging on functional illiteracy. On interview, it turned out that they knew better and, given help and a second opportunity, performed more in accord with high standards.

A very important lesson for me was that our students are better than I had thought. Most are quite teachable, if only we can find appropriate opportunities to do so. The basic requirement is, it seems to me, for classes small enough to allow time to attend to each individual's writing, and to give the students plenty of practice. Many of them will come to like writing once they discover they can do it well enough.

—Julius Wishner
Professor of Psychology

The following was sent September 29 to the president, the director of recreation and intercollegiate athletics, and the alumni committee on athletics, and to *Almanac* for publication:

Unwelcome, the Club

This letter is in response to the March 29, 1980, "Report on the Findings of the Alumni Committee on Athletics" as published in the August 14, 1980, issue of the *Almanac*. We, the Student Activities Council, would like to point out certain omissions in the report and respond to some of the recommendations as they apply to us.

The report states, "It is recommended that, where practical, the above sports be given a club status." We, the Council, feel that this is an unfair imposition on us. We simply do not have the money to support the teams the University does not want to fund through the Athletic Department budget, especially since we already allocate approximately \$12,000 per year to sports clubs.

It is imperative that the administration and alumni understand that the Student Activities Council can not support these sports as clubs, and the elimination of the varsity teams will mean the elimination of those sports at the University.

The report continues with, "The committee also urges that future emphasis be placed on the development and support of sports clubs programs." In effect, the report is recommending that the Activities Council take over many of the duties of the Director of Recreation and Intercollegiate Athletics.

The Undergraduate Workgroup on Athletics released a response to the question of cutting the athletic program in the April 10, 1980 issue of the *Almanac* that states,

"Because of its funding base, it is unrealistic to recommend expansion of the Club Sports Program. The Student Activities Council is currently expending maximum amounts for the program and any increase would have to come from other sources."

According to the alumni report, the average number of varsity sports at Ivy League schools is thirty-three (33). At the University of Pennsylvania we have thirty-seven (37) varsity sports. There is only one Ivy school that has more varsity sports than the University, and that is Cornell. The report then goes on to recommend the elimination of eight (8) varsity and five (5) junior varsity sports.

Nowhere in the report is it pointed out that the University has the second largest undergraduate population of the Ivy schools, with Cornell being the largest. The size of our present varsity sports program would then seem to be appropriate in the relation to the size of the University. The report's recommendations would reduce the program to a size smaller than even the average Ivy school. It is a gross injustice that a smaller Ivy school than the University could support a larger, more varied sports program.

The students at the University want to be active in many varsity sports. The support and financing of varsity sports is the responsibility of the University and the DRIA. The Council can not and will not sit quietly while the University neglects its responsibilities.

—Mindy Crandus for the members of the
Student Activities Council
(signatures of 110 representatives
of organizations appended)

Cliff-hanging Drama

Professor Clifton Cherpack, Cuisinart Professor of Free French Literature, has hoisted the University upon its own dough hook with his letter in the October 7 *Almanac*. His outline of a proposed play "The Student Prints," though often choppy in its grammatical structure and syntax, provides a superb blending of romance, satire and humor, worthy of Proust, Melville and Thurber.

Let us hope that Professor Cherpack's next venture, "Won University," in which "a man (sic) wins the presidency of a major university in a lottery" will have equal success and not be shredded by the critics.

Apparently, the bare outline given by Cherpack has caught the fancy of people in The Biz. "Won" will soon be a major motion picture (X-rated) and will be followed by a musical adaptation ("The Won!") on which, according to *Variety*, Cherpack is collaborating with George Rochberg. When this collaboration is complete, *Variety* will no doubt chirp, "Cliff's Notes Roch Hollywood." Break a leg, Professor Cherpack!

—Norman J. Glickman
Rosanadana Associate
Professor of Free (French)
Association

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.

The Gregorian Controversy: Apocalypse or Awakening?

by Louis B. Schwartz

The controversy over the appointment of a new president of the University evoked such a flood of rhetoric at the Senate meeting of October 14 about "divisiveness," "disaster," "destruction of the University," and "pearly poisons," that it is time to comfort the brethren. A year from now our "daring" in nominating Gregorian for president will be seen as a ripple in the academic teacup rather than a tidal wave.

My own vote to send a Gregorian nomination to the board of trustees had the most limited and prosaic objectives: to express my highest admiration for Vartan; to bring the clear faculty preference to the attention of the lawful appointing power, namely the trustees; and to protest the appointing procedures. There was, of course, not the slightest disposition to downgrade Dr. Hackney, and I should have been pleased to vote for a resolution welcoming him with high regard if he were ultimately to be chosen.

The defects in the appointment procedures are the real issue and opportunity. They were vulnerable in four formal respects and in a fifth profoundly substantive way. (1) The search ("Consultative") committee was constituted so as to muffle the faculty voice, in disregard of a decade of official consensus that such committees should be predominantly faculty. (2) The faculty members were supposed to be functioning as individuals, not as representatives of the Senate or the faculty, thus further diminishing their influence. (3) The Executive Board violated the statutes of the University in forwarding a single nomination to the board of trustees which, under the statutes, is supposed to make the choice from among a plurality of nominees provided by the Executive Board. (4) The Executive Board acted in violation of the state "Sunshine Law" when it made the effective appointment* behind closed doors. I am quite sympathetic with the view that a presidential appointment, with all the accompanying free discussion of comparative merits and shortcomings of different candidates, ought not be made at a public meeting. But that's what the present law seems to say, and so long as that law is being circumvented no one can plausibly argue that there is a unique disregard of establishment procedures in our proposing a second nomination which would have given the trustees a choice that University statutes say is theirs. This is not to say that our fraternal disagreements should lead to lawsuits, nor that the legal positions taken above are beyond reasonable dispute.

Much was heard in the course of that Senate meeting to the effect that the procedure was not protested until it eventuated in the "wrong" result. That was the most effective argument in the admirable and effective statement made by Mr. Miller, chairman of the trustees. But the argument doesn't suffice as a justification for shutting off faculty objections. The faculty had for ten years, and only a few weeks before the search committee was set up, called in vain for codification of the appointment procedure with provision for faculty predominance in the search process. Perhaps the faculty should have refused to participate in the process as now structured by the trustees. Perhaps faculty complaisance was due to a very

widely held belief that Vartan Gregorian would be chosen by any fair procedure. In this connection it should be noted that the overwhelming faculty preference is inadequately represented by the 167-127 vote to nominate Gregorian. If one may accept as representative the virtually unanimous declarations of those who voted Nay,—that they did so on grounds of respect for the procedure and fear of "destroying" the University, while personally favoring the Gregorian nomination,—it is clear that Gregorian was the overwhelming favorite of the faculty. It was an offense against this consensus and a vast tactical error in intra-University relations to dismiss this evaluation by those who knew Gregorian through years of close association and who had most at stake, without even placing his name before the decision-makers. Such a devaluation of the "inside" candidate can reasonably be seen as another expression of the pervasive, lamentable and enervating view of the Philadelphia establishment that "first class" is not to be found in this city.

I come now to what I have called the profound substantive defect in the procedure. It lies in the conception of the role of the president. Chairman Miller made it clear that the president must be a person with whom the trustees can deal comfortably. That is not an unreasonable criterion from the point of view of a board of directors. On the other hand, the faculty not unreasonably puts a high premium on compatibility between them and the president, on his embodiment of professorial aspirations. It is useless and even dangerous to exaggerate the gap between these approaches. Prudent trustees will know that their president must have rapport with the faculty. Prudent faculties will know that their president must be able to command the confidence of vital constituencies such as the trustees, the alumni, the student body, government subsidizers and private foundations. But the gap remains and the question is how to structure institutions to reconcile two or more views. The suggestions made below would not disturb the present final authority of the board of trustees to make the ultimate choice.

The Gregorian controversy exposes a severe imbalance in our structure. It will not do to have a board of trustees, in whose selection the faculty does not participate, designate a few of its members to sit privately and name a single candidate, after considering the recommendations of a trustee-dominated "Consultative Committee." Not even the addition of a few more faculty members, "participating in their individual capacities" in a search committee two levels removed from the decision will right the balance. What is required is an independent authoritative expression of collective faculty views synthesized early in the search process by a properly structured faculty senate. A Senate "slate" would not be limited to insiders, and the Senate's search committee could include a non-dominant representation from the Executive Board of the trustees. Similarly, the Executive Board's search committee could have liaison with the Senate. For some functions they would join, e.g., to interview candidates. But the faculty's voice would come on early and strong.

But if there is to be a true "awakening" as a result of the Gregorian controversy, enhancement of faculty voice is required not only in presidential search processes, but also in budgeting, academic policy, athletic policy and administrative structure. The principal devices for muffling faculty voice on this campus are the University Council and the structure of the Senate. The University Council

(Continued on page 7, past insert)

*1. It is interesting to note that both Resolution 1 (welcoming Hackney) and rejected Resolution 4 (lauding the search committee's "collegiality"; hailing collaboration with the "new president") proceeded on the assumption that the trustees' meeting of October 24th is a purely formal step. See also the *Daily Pennsylvanian* story of October 14, headlined "Hackney to Take Office in February."—L.B.S.

muffles faculty voice in three main ways. (1) It is an ungainly multi-constituency body interposed between the Faculty Senate and the decision-makers, in this case the president and his numerous vice-presidents and staff officers. (2) The numerous committees of Council largely preempt faculty time at the expense of effective work in the Senate. (3) The delays—the remoteness between effort and accomplishment—engendered by this layering of committees and councils makes for irresponsibility and hopelessness.

As for the Senate, its ineffectiveness to speak for the faculty is a result not only of its entanglement in the University Council, but also of its own structure. It lacks adequate executive power. The chair of the Senate does not speak in the name of the faculty, as the president speaks in the name of the University. He or she does not even speak in the name of the Senate unless the Senate meets and votes on the issue. Thus Chairman Bender scrupulously avoided asserting that the Faculty or the Senate favored Gregorian until the vote on October 14. He was thus a political eunuch on the search committee. Even the 47-person Senate Executive Committee (until recently known, perhaps more accurately, as "Senate Advisory Committee") cannot definitively speak for the body of 1900 members of the Senate. The Chair must consult the Committee on issues to be taken up with the administration, but action taken on the basis of their

advice remains contingent. Although the Committee can act in the name of the Senate between meetings, twenty members of the Senate can compel reconsideration of such action at a later Senate meeting.

What is needed, then, is dissolution of the University Council and formal recognition that the officers and "Executive" Committee of Senate speak for the faculty. This battle was fought and lost a generation ago when the present structure was created. Perhaps it can be won this time. As a warrior in the previous battle, I can report that in the intense private debate that went on between the then Young Turks and the Old Guard, it was explicitly recognized that the purpose of the elaborate structure of Council and Senate was to dilute the feared radicalism of irresponsible faculty organizations. And remember the context! Up to that point there had been no faculty organization at all. Even we Young Turks had to acknowledge that a great forward move was in the making, however muffled the new voice.

It is time to advance again. If the Gregorian controversy helps to define new objectives, it will indeed have been an awakening, not an apocalypse.

The author is Benjamin Franklin Professor of Law.

Pseudo-Participatory Democracy

By William M. Evan

Some of the decisions that preceded and were taken during the special Faculty Senate meeting of October 14 raise a disquieting problem concerning democratic process.

Those faculty members who petitioned the Senate for a special meeting were critical of the presidential search process on several grounds, one of which was the representativeness of the Consultative Committee. They claimed that it did not adequately represent the faculty, that it was dominated by trustees, and that the candidates it recommended to the Executive Board did not represent the sentiments of the faculty. To voice their dissatisfaction, they introduced Resolution 2, calling for the nomination of Provost Vartan Gregorian for the presidency of the University. The plurality of votes in favor of Resolution 2 (167 to 127) elicited at least two reactions, both of which are premised on the notion of representativeness: Paul Miller, chairman of the Board of Trustees, interpreted the vote as representing the views of the entire faculty, lamenting, "I wish I knew what (the faculty's) motivation was. If it's to rip the University apart, they are doing a pretty good job." (*Daily Pennsylvanian*, October 15, 1980.) Likewise, Paul Bender, chairman of the Faculty Senate, said that he would confer with Walter Wales, past chairman, and Phoebe Leboy, chairman-elect of the Faculty Senate, "to decide what steps to take in carrying out the faculty's wishes" (attribution by *Daily Pennsylvanian*, October 15, 1980), thereby implying that the vote constituted a mandate of the faculty. Neither reaction, to my mind, is warranted.

Considering that the nomination of Sheldon Hackney by the Executive Board to succeed President Martin Meyerson has provoked a great deal of dissatisfaction and disappointment, why rely on a meeting, severely constrained by time and place, to elicit the wishes of the faculty, which consists of over 1,500 members? Convening a meeting on Tuesday at 3 p.m., when classes are in session, in Room 200 College Hall with a seating capacity of 210, predictably limited faculty attendance; it also predictably influenced the outcome of the vote on the pending resolutions—given that approximately 150 faculty members who signed the petition for a special meeting were highly motivated to attend. Why wasn't the meeting called instead on Tuesday at 11 a.m., customarily reserved for departmental meetings, and held in the Harrison Auditorium of the University Museum, with a seating capacity of 800, or in Irvine Auditorium, which seats close to 2000, to permit much wider faculty

participation? Even if the vote on Resolution 2 had been the reverse, any claim that it represented the will of the faculty would have been equally unwarranted.

That the faculty attending the October 14 meeting did not in fact represent the standing faculty is clearly borne out by the figures in the following table comparing the distribution by school affiliation of those attending the meeting with that of the standing faculty:

School	Faculty Attendance ¹		Standing Faculty ²	
	Number	Percentage	Number	Percentage
Annenberg	4	1.14	8	.53
Dental	13	3.71	86	5.68
Education	22	6.29	22	1.45
Engineering	19	5.43	87	5.74
FAS	181	51.71	488	32.21
Fine Arts	7	2.00	35	2.31
Interdisciplinary	—	—	11	0.73
Law	7	2.00	27	1.78
Medicine	41	11.71	453	29.90
Nursing	8	2.29	29	1.91
SAMP	4	1.14	13	.86
SPUP	5	1.43	7	.46
Social Work	8	2.29	18	1.19
Wharton	23	6.57	136	8.98
Veterinary	8	2.29	95	6.27
TOTALS	350	100.00	1,515	100.00

$\chi^2 = 117.43$; $df = 14$; significant beyond .001

Sources: ¹Faculty Senate Office (10/17/80)
²Planning Analysis Office (10/15/80)

Several conclusions are apparent from an inspection of the above table bearing in mind that the vote on Resolution 2 was 167 in favor, 127 against, and 11 abstaining. First, 23 percent of the standing faculty attended the meeting; and 11 percent of the standing faculty voted in favor of Resolution 2, compared with 8.5 percent against. Second, although 305 persons registered a vote at the meeting, 350

signed attendance cards upon entering the meeting room. Since there were only 11 recorded abstentions, the balance, viz., 45 faculty members, failed to vote, possibly because they left the meeting prior to the start of the balloting. Finally, and most importantly, the school affiliation of those attending the meeting is not only disproportional to their numbers in the standing faculty, but is statistically different (beyond the .001 level) from that distribution. Thus, for example, FAS, SPUP, Education, and Annenberg are markedly overrepresented, whereas Wharton, Medicine, Dental and Veterinary Medicine are substantially underrepresented. It should come as little surprise that attendance at faculty meetings is neither a representative nor a random phenomenon; those who choose to attend are likely to have some degree of involvement in the principal item on the agenda. Given that those who attended the October 14 meeting did not represent the standing faculty, why should anyone assume that the outcome of the vote on Resolution 2 reflects the sentiments of the faculty? The only reasonable conclusion is that the vote voiced the wishes of the Faculty Senate, an entity distinguishable from the standing faculty.*

Taking cognizance of the unrepresentativeness of faculty meeting attendance, a number of departments in the University have long ago concluded that, while faculty meetings are indispensable for the airing of views on critical questions, they are not an appropriate occasion for the taking of critical decisions. When significant decisions are on the agenda—for example, granting a faculty member tenure—some departments customarily have recourse to a mail ballot rather than rely on the happenstance of who chooses or is able to attend a particular meeting. This elementary democratic precaution ensures that any decision that is taken will faithfully represent the wishes of the faculty. For this very reason, several professional associations have discontinued the practice of voting on significant

*I am indebted to Henry Teune for calling this point to my attention.—
W.M.E.

and controversial issues at their annual business meetings, relying instead on a mail ballot of the membership.

In the present situation, since there has been neither a mail ballot nor a poll (stratified by school and rank) of the entire standing faculty, there is obviously no justification whatever for interpreting the October 14 vote as representing the wishes of the faculty concerning the issue of presidential succession.

Whatever the decision at the meeting of the board of trustees as to who will succeed President Meyerson, it is surely in order for the Faculty Senate to debate the wisdom of a new rule of procedure concerning the handling of controversial issues, namely, to require a mail ballot of the entire standing faculty rather than to depend on faculty meetings which may be attended by a small minority (although a quorum) of the faculty with diverse vested interests that may not even be germane to the issue at hand.

Representative democracy in our society, as well as in other western countries, is indeed in a parlous state. All too often duly elected political representatives represent only themselves or narrow interest groups, rather than their constituencies. Contributing to this failure of political representation are electoral districts, and hence constituencies, that are ideologically and otherwise heterogeneous. Consequently, direct democracy is arguably preferable—especially with respect to value-laden issues—to representative democracy, whenever and wherever it can be implemented. By contrast, pseudo-participatory democracy of the kind exhibited at the Faculty Senate meeting of October 14 fails to communicate in either a faithful or a persuasive manner the wishes of the faculty to the Board of Trustees. If the Faculty Senate is concerned with exerting more influence on the decision-making process of the board of trustees—and on the administration, for that matter—steps should be taken to institutionalize direct democracy.

The author is professor of sociology and management in FAS and in Wharton.

The Faculty Senate and 'The Faculty'

A Response from the Faculty Senate Chair

It is not my view, nor has it ever been, that Faculty Senate action is the equivalent of an expression of "the faculty's wishes." The language to that effect quoted by Professor Evans in the second paragraph of his article is not my language, but that of a *Daily Pennsylvanian* reporter. Unlike the remarks of Paul Miller which Professor Evans reproduces, the words Professor Evans suggests I "said" did not appear in quotation marks in the *DP*, but were part of the paper's summary of the gist of a conversation with me. What I said to the *DP*, and what I believe, is that Faculty Senate action is just that—Senate action. See my letter to Provost Gregorian describing the Senate action (*Almanac* October 21, p. 5) and my letter to Paul Miller on the same subject (this issue, p. 7). The "notion of representativeness" with which Professor Evans disagrees may be a notion entertained by Mr. Miller or members of the *DP* staff; it is not my notion.

The Faculty Senate is provided for in the Statutes of the Corporation. It is composed of all members of the standing faculty and of the clinician-educator faculty in the Medical School holding the rank of professor, associate professor, or assistant professor. Under these rules, the Faculty Senate's current membership is approximately 1900. The Statutes provide that the Senate "shall have authority, when assembled in formal session called by its officers, to discuss and express its views upon any matter which it deems to be of general University interest." The Senate rules provide that a quorum for a

Senate meeting is 100 members and that resolutions may be passed by a majority vote of members present and voting. The resolution passed by the Senate on October 14 therefore represents the views of the Senate under the University Statutes.

Professor Evans is also wrong about the seating capacity of the room in which the October 14 special meeting was held. There were approximately 350 chairs in the room, not 210 as he states. (I counted them.) I know of no one who was dissuaded from coming to the meeting, or remaining there, because of a shortage of seats. In fact, as I announced several times during the meeting, empty chairs were present throughout. The meeting was not called for 11 a.m. for two reasons. While that hour may be free of classes for FAS, that is not true for the rest of the University. In addition, FAS reserves only one hour for departmental meetings on Tuesday mornings, and the October 14 meeting was scheduled to last and did last for two and one-half hours. The meeting was not held in the Harrison or Irvine auditoriums because their seating capacities greatly exceeded the number of Senate members expected to attend (as well as the number who actually attended).

—Paul F. Bender

On page 4 along with the text mentioned above is a description of the four issues on Senate's fall meeting agenda Wednesday, November 5, 3-5:30 p.m. in Room 200 College Hall.

ON CAMPUS

October 28—November 8

Exhibits

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.

Manuscripts, letters and books of H. L. Mencken, honoring the Mencken centennial, includes his correspondence with Dreiser. At Van Pelt Library.

Through 1981 *A Century of Black Presence at the University of Pennsylvania, 1879-1980*, Van Pelt Library.

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

November 5 Oskar Fischinger's *An American March*; Erik Barnouw's *Hiroshima-Nagasaki*, August 1945;

Humphrey Jennings' *Listen to Britain*; Frank Capra's *Divide and Conquer*.

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 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

November 1 *Adventures of Tom Sawyer*

November 8 *Son of Paleface*

November 15 *A Tale of Two Cities*, the 1935 version of Dickens' novel of the French revolution starring Ronald Colman and Basil Rathbone.

November 22 *The Amazing Mr. Blunden*

December 6 *The Thief of Baghdad*

December 13 *The King and I*

December 20 *It's a Wonderful Life!*

Films are free, screened Saturdays at 10:30 a.m. in Harrison Auditorium of the University Museum.

University Museum

Sunday Film Series

November 2 *Newsfront*

November 9 *Wedding Camels*

November 16 *Chapayev*

November 23 *El Super*

December 14 *Blaise Pascal*

December 21 *Swing Time*

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

GSAC Film Series

November 6 *Panique*, a 1946 psychological thriller from Julien Duvivier, 8:30 p.m. at Dietrich W-51.

Meetings

October 31 Open Forum on Affirmative Action, an informal discussion on the University's affirmative action programs, 11 a.m.-1 p.m. in Vance Hall, B-11.

November 5 Fall meeting of the Faculty Senate, 3 p.m. in 200 College Hall.

Music

October 30, November 6 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 Box Office at Ext. 6791 for ticket information.

Religion

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

Episcopal Weekly services at St. Mary's Church, 3916 Locust Walk. Information: 222-8556.

Jewish Conservative, Orthodox and Reform services are held at Hillel, 202 S. 36th St., at 5:45 p.m. Fridays. Shabbat morning services (Conservative and Orthodox) are held at Hillel each Saturday at 9:30 a.m.

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

Muslim The Muslim Student Association hosts Jumaa congregational prayer and meeting, Fridays at 1 p.m. in the Harrison-Smith-Penniman room, Houston Hall.

Roman Catholic Midnight mass Saturdays; masses at 9:30 a.m., 11 a.m. and 5 p.m. on Sundays; daily mass at 12:05 p.m. Holy days at 12:05 p.m., 5:15 p.m. and 8 p.m., Newman Center, 3720 Chestnut Street.

Special Events

Black Centenary Celebration, Artist-in-Residence Program October 29 *Writer's Workshop*, 2-5 p.m. with special guest Houston Baker, professor of English, Van
(Continued on page 10)

Open Forum on Affirmative Action

The University community is invited to attend an informal discussion on the University's affirmative action programs on Friday October 31, 11 a.m.—1 p.m. in Vance Hall, B-11.

The Forum is planned to continue public discussion of the University's affirmative action programs. Staff members with affirmative action responsibilities representing offices such as the president and provost, personnel relations, equal opportunity and the Hospital will be present to provide updates and answer questions from the audience.

We hope you will plan to attend.

— Morris Arnold, Presiding
Vice President-Director
of the Office of the President

Scheduling of Classes for Spring 1981

At the request of Provost Gregorian and the Vice Provost for University Life, Janis Somerville, I convened the meeting of an ad hoc committee over the last few months to consider the scheduling implications of the renovation of Dietrich Hall. The committee members were: Allison Accurso, Richard C. Clelland, Vince Conti, Titus D. Hewryk, Steve Marmon, Elliot Mossman, Leslie Pochos, Eric Van Markensteijn and Robert Zimring. Our goal was to accommodate the scheduling of classes for the spring term with as little dislocation and inconvenience as possible.

One option open to us was the extension of the class day from 8 a.m. until 6 p.m. and the scheduling of classes on Saturdays. By using spring 1980 registration figures to determine probable classroom and scheduling requirements for 1981, we were able to avoid such a radical change in

rostering. Classes were arranged according to the size of the Spring 1980 enrollment and assigned space according to available room size. Using this model, classes with enrollments greater than 10 were scheduled according to time and space availability while maintaining as nearly as possible last year's schedule.

The available information indicates that this procedure will permit a scheduling of classes with significantly less dislocation than other suggested methods. There is no doubt, however, that occasionally times and rooms will be assigned that would not be the professor's first choice. We ask your cooperation and understanding of the scheduling difficulties imposed by the renovation of Dietrich Hall. Departments will receive a listing of their room assignments on Friday, October 31. If there is an important reason for requesting a change from the Registrar's assignment, every effort will be made to accommodate the request. Since the Registrar is working under serious constraints, we hope such requests will be few in number.

Given the difficulty of predicting class enrollments, there may be some classes that cannot be made to fit into the above scheme. To meet this possibility the 9:30 to 11 a.m. time slot on Tuesdays and Thursdays will be changed to 9 to 10:30 a.m. This will open for scheduling another slot of 10:30 a.m. to noon on these days. The Registrar will make use of this time period with reluctance as an emergency measure, since scheduling during this time interferes with the University free period.

It would be helpful if departments throughout the University would offer their larger private areas, such as lounges and seminar rooms, to the Registrar for possible classroom assignments for courses of 10 or below which have not yet been assigned. The cooperation of the faculty is urgently needed on this matter, so that the scheduling can be done with as little trouble as possible for both faculty and students.

— Louis A. Girifalco,
Vice Provost for Research
and Chair of the Ad Hoc Committee

Pelt Library Conference Room; *Film and Discussion: Almost a Man*, 7:30 p.m. DuBois College House (Low Rise North); October 30 *Reading of a Work-in-Progress* with special guest John Allen of Freedom Theatre, 7:30 p.m. at Annenberg Center; October 31 *Evening at Freedom Theatre*, 7:30 p.m. Broad & Master Streets, featuring *Hot Molasses* with Leslie Lee in a cameo appearance.

University Museum Tour October 29, the annual Halloween tour: *Ghosts, Goblins and Things That Go Bump in the Night*. Tour begins at 1 p.m. at the Main Entrance of the Museum and lasts approximately 45 minutes.

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.

November 8 *Family Day with the Basketball Team* opens with a basketball clinic for youngsters, 10:30 a.m.-noon, with Coach Bob Weinbauer and the 1980-81 varsity team. Family picnic at the Palestra at noon and an intra-squad basketball scrimmage at the Palestra following the Penn-Villanova football game. Call Alumni Relations at Ext. 7811 for reservations.

Sports (home schedules)

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

Field Hockey October 28: vs. Temple, 7 p.m. Game at Franklin Field.

Freshman Football October 29: vs. Glassboro State, 4 p.m. Game at Franklin Field.

Lightweight Football October 31: vs. Navy, 7 p.m. Game at Franklin Field.

Varsity Football November 8: vs. Villanova, 1:30 p.m.; November 15: vs. Harvard, 1:30 p.m. All games at Franklin Field.

Soccer 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 28 Medicine-Pathology rounds: noon, Orthopaedic Conference Room, 1 White, HUP.

Psychology Colloquia: guest speakers present research on psychology, related disciplines, at 4:30 p.m., in Stiteler B-21.

Dr. Susan W. Craig of John Hopkins University on *Regulation of Actin Structure by Brush Border Cytoskeletal Proteins*, in the School of Medicine Lecture Room B at 11 a.m. Dr. Craig will meet with interested graduate and post-doctoral students in the Anatomy-Chemistry dept., room 121 at 12:15 p.m. for lunch.

Epidemiology Colloquium: Annette Stemhagen, M.P.H., Special Epidemiology Program, N.J. State Department of Health, on *Retrospective Case Control Study of Liver Cancer in New Jersey*, Room 113 NEB, noon-1 p.m.

Respiratory physiology seminar: Dr. Steven Roth, biology department, on *Nebulization of Phospholipid Liposomes in the Treatment of Respiratory Distress Syndrome*, 12:30-1:30 p.m. in the physiology library, 4th floor Richards Building.

Medical Ethics Society: Dr. William Kissick, *Issues in Medical Resource Allocation: Examples from Renal Technology*, at 5:30 p.m. in Leonard Davis Institute Auditorium.

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

Nachman Avigad, professor emeritus and former chairman of archeology at the Hebrew University in Jerusalem, on *Recovery of an Upper City of Jerusalem* in the University Museum's Rainey Auditorium, 5:30 p.m. Admission \$5 for museum members and non-members; students free. Wine and cheese follow.

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

Biomaterials and Biomechanics Conference: Dr. M.A. Brull on *The Standing Posture—Its Stability and Alertness*, 2-4 p.m. in the Orthopaedic Conference Room.

Orthopaedic Conference: Dr. Carl T. Brighton, on *Structure and Function of the Growth Plate*, 4-5 p.m. in the Orthopaedic Conference Room.

October 30 South Asia Seminar Series: Eleanor Zelliot of Carleton College on *Buddhist Sects in South Asia*, 11 a.m. in University Museum classroom 2.

October 31 Professor Galina Pugachenkova (U.S.S.R.) on *Timurid Architecture*, 5 p.m. in the University Museum.

October 31-November 1 The School of Veterinary Medicine's continuing education program on *Practical Husbandry, Medicine and Surgery of Captive Reptiles*, featuring Dr. Fredric L. Fry, of Steinhart Aquarium, San Francisco, and the University of California at Davis. Information: Ext. 4234.

November 3 Professor Scott Ward, *Television Advertising and Family Conflict—When, Where, Why and How?*, at 4 p.m. in Annenberg School 124.

History and Sociology of Science Workshop-Colloquium: Dr. Paul Hanle of the Smithsonian Institution, 4 p.m. in 107 Smith Hall.

November 4 Psychiatry Colloquia, 11:30-1 p.m. in Medical Alumni Hall, HUP.

Medicine-Pathology rounds: noon in Orthopaedic Conference Room, 1 White, HUP.

Psychology Colloquia: guest speakers on psychology, related disciplines, 4:30 p.m. in B-21 Stiteler.

Epidemiology Colloquium: Dr. Donald Patterson on *Epidemiology & Genetics of Congenital Heart Disease in Selected In-Bred Species of Dogs*, noon-1 p.m. in Room 116 NEB.

November 5 Mary Watkins, of Hahnemann Medical College on *Instrumentation in Evaluation of Human Motor Performance*, at 4 p.m. in Room 208 NEB.

Arthur Drexler of the Museum of Modern Art, *The Aesthetic Obligation*, in the GSFA Student Lecture Series at 7:30 p.m. in the Graduate School of Fine Arts Building, Room B-1.

November 6 Ruzena Bajcsy, Rochel Gelman, Lila Gleitman, Ellen Prince and Elizabeth Spelke on their research in *Cognitive Science*, at noon in the Benjamin Franklin Room, Houston Hall; Women's Faculty Club sponsors.

November 7 Gerald Durrell on *The Captive Breeding of Endangered Species*, at 7:30 p.m. at the Annenberg Center Zellerbach Theatre. Jointly sponsored by the Philadelphia Zoo, the School of Veterinary Medicine, Penn's Center for the Interaction of Animals and Society, and the Wildlife Preservation Trust International. Tickets available from the Zoo Development Office, 34th and Girard Ave.

November 8 *Public Attitudes and Control of Research*, part of the Saturday at the University series. Professor Dorothy Nelkin of the Cornell University Program in Science, Technology and Society, and Baruch Blumberg, associate director for clinical research at the Institute for Cancer Research and Nobel Prize winner in 1976, discuss risks of scientific research and who should bear responsibility for those risks. 10 a.m. at the University Museum.

Theatre

Lillian Hellman's *Watch on the Rhine*, sponsored by the Philadelphia Drama Guild. October 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*, at the Mask and Wig clubhouse, 310 South Quince Street. Plays Thursdays, Fridays and Saturdays through December 6. Ticket information: WA3-4229.

The Joffrey Ballet Center Concert Group dances *Peter and the Wolf* and *The Ice Maiden* as the opening program of the Annenberg Center's Theatre for Children series. November 7 (10 a.m. and 12:30 p.m.) and November 8 (11 a.m. and 2 p.m.) at the Annenberg Center's Zellerbach Theatre. Ticket information: Ext. 6791.

To list an event

Information for the weekly Almanac calendar should reach our offices at 3533 Locust Walk at least one week before desired date of publication. Therefore, the deadline for the November 4 issue is today, October 28; the deadline for the November 11 issue is November 4.

Listings are condensed from the personnel bulletin of October 23 and therefore cannot be considered official. Some positions may no longer be available. New listings are posted Thursdays on personnel bulletin boards at:

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

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

Administrator and Financial Officer (3491) \$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 (B0355) \$23,600-\$33,250.

Assistant Director, Merchandise (3461) \$14,200-\$19,625.

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

Assistant General Counsel (3332) \$20,475-\$28,875.

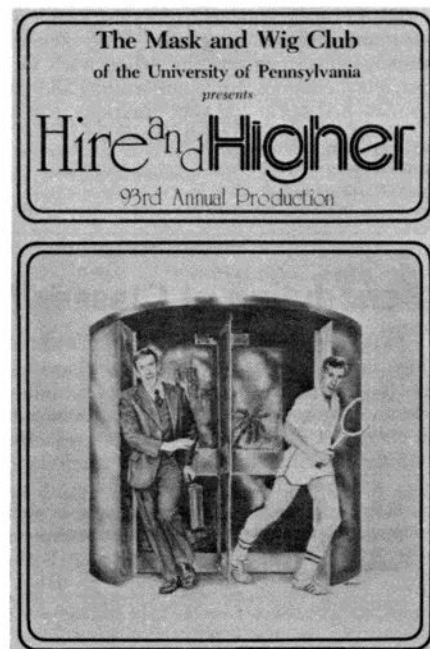
Assistant Secretary (3427).

Assistant to Executive Director, Student Financial and Administrative Services (3454) \$16,325-\$22,600.

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

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

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



OPPORTUNITIES

Business Administrator II (3492) \$12,375-\$17,425.

Business Manager (B0681) \$16,325-\$22,600.

Chief Medical Librarian (3337) \$27,125-\$38,225.

Coordinator, Curricular Affairs I (3446) implements system for student evaluation of faculty; assists committee in development of suitable evaluation instruments; distributes, collects and analyzes information; interviews faculty and students; works with computer center to develop system for analyzing and reporting data (master's degree in educational psychology, curriculum, educational evaluation, psychometrics; general teaching experience helpful) \$12,375-\$17,425.

Coordinator, Off-Campus Living (3479).

Corporate Placement Counselor (3364) \$14,200-\$19,625.

Data Communications Administrator (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.

Judicial Inquiry Officer (3453) closed.

Junior Research Specialist (4 positions) \$11,400-\$15,800.

Librarian II (2 positions) (3443) (3426) \$14,200-\$19,625.

Librarian II (3317) responsible to the assistant librarian for all reference and bibliographic service in business and applied economics (ALA accredited MLS degree; minimum two years' experience in business reference, preferably academic setting; experience with computerized literature searching preferred; experience in bibliographic instruction helpful; undergraduate business major or second appropriate advanced degree preferred) \$14,200-\$19,625.

Manager (03170) \$14,200-\$19,625.

Nurse Technician (3474) \$12,375-\$17,425.

Production Control Technician (3376) \$14,200-\$19,625.

Programmer Analyst I (B0652) writes and maintains a large package of scientific programs and performs necessary mathematical analysis for a biomedical research project; supervises other programmers (strong background in numerical analysis; experience in Fortran; assembler helpful; chemistry or math course-work highly desirable) \$14,200-\$19,625.

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

Project Coordinator (B0719) coordinates primary health care financing research project for model standardization and simulation, for preparation of written reports and papers for publication and library research (knowledge of health care financing mechanisms, familiar with health care data collection and analysis, two to four years' experience in health services research) \$17,725-\$25,000.

Publications Editor/Writer (3519) produces major publications for the school; centralizes publications budget, evaluates and advises on overall publications image; supervises production of monthly newsletter, yearly listing of faculty publications and research, course listing and other major school publications (degree with course-work in journalism or English preferred or equivalent experience; demonstrated writing skills; two to three years' publications related experience) \$14,200-\$19,625.

Research Administrator (3465) \$17,725-\$25,000.

Research Coordinator (B0684) \$14,200-\$19,625.

Research Specialist I (B0717) sets up and conducts experiments in research laboratory of radiation therapy department under direction of principal investigator (degree in geology/chemistry; at least two years' research lab. experience required; work with transplanted tumors *in vivo in vitro*, drug distribution and metabolism, isotope methodology desired) \$12,375-\$17,425.

Research Specialist I (2 positions) (B0597) (B0530) \$12,375-\$17,425.

Staff Dentist (3473) \$31,150-\$43,925.

Supervisor, Mechanical Systems (3507) monitors operations and central control equipment; dispatches repair staff; analyzes and prepares periodic statistical reports on energy service foundation (high school graduate; five years' experience as journeyman in mechanical, electrical, heating, ventilating, or air conditioning; capable of working independently) \$13,450-\$16,650.

Vice-Dean, Law School (3434) acts as dean of students and secretary to the faculty; oversees many administrative functions of the law school; assists the dean in preparation of reports and performs other duties as prescribed by the dean (law degree; member of a bar; prior faculty or administrative experience in a law school strongly desirable).

Support Staff

Abstractor I (3485) \$7,700-\$9,425.

Accounting Clerk (B0709) \$7,700-\$9,425.

Administrative Assistant I (3487) \$8,775-\$10,850.

Admissions Assistant (3467) \$8,775-\$10,850.

Administrative Assistant I (3522) departmental secretarial duties; develops department file system, monitors department budgets; coordinates chairman and faculty calendars; processes requisitions, travel vouchers (high school graduate, some office experience; University experience helpful) \$8,775-\$10,850.

Administrative Assistant I (2 positions) \$8,775-\$10,850.

Administrative Assistant II (B0716) personal/confidential secretary handles dictation involving complex medical terminology; assists doctor in preparation for numerous lectures, seminars and meetings of intramural/extramural committees (good typing, shorthand and medical terminology a must; five to six years' experience desirable) \$9,400-\$11,675.

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

Audiovisual Technician (3496) supervises the equipment loan service department, i.e. inventory control, reservations, control check-out, use and proper function of equipment; varied administrative duties (ability to delegate and supervise; ability to work under pressure; pleasant personality; overall administrative skills) \$9,400-\$11,675.

Buyer II (3509) assists manager in book ordering and follow-through including arrangement, display and promotion (degree or equivalent work experience; three years' experience in retail sales; knowledge of customs and practices in the field; ability to supervise others) \$9,400-\$11,675.

Clerk I (3508) communicates stock level information to buyer; prices, stocks, arranges, and presents merchandise; helps customers (degree or pertinent equivalent work experience; one year's experience in retail sales, preferably in a bookstore, some knowledge of customs and practices in the field) \$6,325-\$7,625.

Clerk II (3462) maintains personnel and financial files for responsibility center; inputs personnel data via CRT; records data; prepares statistical summaries; processes coded technical reports (high school graduate; two to four years' clerical experience; clerical aptitude; ability to type accurately) \$7,200-\$8,750.

Clerk II (2 positions) (3095) (3306) \$7,700-\$9,425.

Clerk IV (2 positions) (3455) (3454) \$8,250-\$10,150.

Coordinating Assistant I (B0672) \$9,400-\$11,675.

Coordinating Assistant II (03197) \$10,700-\$13,450.

Coordinator of Student Permanent Records (3466) \$9,400-\$11,675.

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

Data Entry Operator (3486) \$8,250-\$10,150.

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

Electrician I (2794) Union wages.

Electrician (3322) (experience in three-phase power systems, electrical construction and installation of electrical conduit) Union wages.

Electronic Technician I (B0399) \$9,600-\$11,700.

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

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

Helper (3506) moves furniture, carries equipment and materials to job sites; cleans fluorescent fixture lenses (high school graduate; PA driver's license for pick-up truck; physically able to climb ladders, lift tools; familiar with tools of various crafts) Union wages.

Histology Technician II (B0697) \$10,700-\$13,125.

Information Systems Technician (B0696) \$10,125-\$12,525.

Junior Accountant (03065) sends bills to students; explains and adjusts bills; reduces charges and credit accounts according to financial aid; collects payments for dining, residence, prior bills and current tuition and fees (computational skill and good aptitude for clerical work and figures; high school graduate, some college course-work preferred, especially in accounting) \$8,775-\$10,850.

Junior Accountant (3482) \$8,775-\$10,850.

Limited Service Clerk (3470) \$7,700-\$9,425.

Limited Service Secretary (3523) types, answers phone, schedules lab; maintains video tape files and learning lab materials; instructs in use of equipment; processes exams for continuing education courses; registers participants; interacts with dental societies (high school graduate, some college course-work helpful; three to five years' experience) Hourly wages.

Medical/Dental Receptionist (2 positions) (3450) (3447) \$7,700-\$9,425.

Medical Photographer (B0721) photographs patients' anatomical structures, pathological specimens; makes photographic prints and slides in color and/or black & white; develops film (high school graduate; appropriate training; degree in biomedical photography; experience as a professional photographer) \$12,000-\$14,750.

MTSC Operator (3481) \$9,400-\$11,675.

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

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

Pipefitter (3 positions) trouble shoots problems to HVAC systems; general mechanical maintenance (thorough knowledge of high and low pressure steam and related equipment; familiar with pneumatic temperature controls, heating pumps and air compressors) Union wages.

Psychology Technician I (B0715) administers questionnaires, tabulates results, attends training sessions, maintains clinical records (degree; ability to work independently, clerical skills preferred) \$10,700-\$13,125.

Psychology Technician I (B0707) \$10,700-\$13,125.

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

Receptionist (3432) receives visitors to the Museum; receives telephone calls; takes messages; provides general information on Museum programs; monitors security console; types materials as assigned (high school graduate; some clerical training; ability to relate well with public, students, and staff; ability to type accurately at 40 wpm) \$6,725-\$8,175.

Research Bibliographer (3497) \$8,775-\$10,850.

Research Laboratory Technician I (2 positions) (B0723) performs serologic and immunologic assays in a research laboratory; orders supplies, keeps records, quality control and assists with animal treatment and care (degree in laboratory science; (3510) assists investigators in animal research using hyperbaric chambers; assists hyperbaric therapy treatment of patients as inside-chamber medical assistant (high school graduate familiar with general lab techniques; certified scuba diver with hyperbaric chamber experience preferred) \$8,550-\$10,375.

Research Laboratory Technician II (2 positions) (B0624) (B0695) \$9,600-\$11,700.

Research Laboratory Technician III (3 positions) (B0722) coordinates and supervises a research protocol on equine colic (high school graduate; associate degree as a veterinary technician; research experience desirable); (B0718) works under supervision of doctor and senior research specialists in conducting radiation therapy experiments (degree or equivalent laboratory experience with transplant tumors, tumor therapy studies, x-ray experimentation, drug prep and injection techniques desired); (B0502) uses hybridoma technology; studies infected animals (expertise or willingness to learn basic methodology in cellular immunology; degree in science) \$10,700-\$13,125.

Research Laboratory Technician III (8 positions) (B0624) (B0695) \$9,600-\$11,700.

Residence Hall Clerk (3404) Hourly wages.

Secretary I \$7,200-\$8,750.

Secretary II (10 positions) \$7,700-\$9,425.

Secretary III (19 positions) \$8,250-\$10,150.

Secretary IV (3469) \$9,400-\$11,675.

Secretary, Computer Facility (3489) \$9,400-\$11,675.

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

Stack Attendant (3520) arranges material in library collections; shelves library materials in accordance with the appropriate classification system; substitutes for circulation desk clerks and exit attendants; provides assistance in locating materials for moving or shipment. Union wages.

Steam Operator (3323) trouble shoots problems to HVAC systems; general mechanical maintenance; work alternate shifts (thorough knowledge of high and low pressure steam and related equipment; familiar with pneumatic temperature controls, heating pumps and air compressors) Union wages.

Student/Medical Record Assistant (3471) \$8,775-\$10,850.

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

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

Word Processing Secretary/Technician (B0714) operates Lexitron or word processor for grants, scientific manuscripts and transcription of correspondence from dictating machine (excellent typing; business school and secretarial experience; knowledge of word processing and dictating equipment helpful) \$8,775-\$10,850.

The Work of Lawrence R. Klein

by F. Gerard Adams

Many of us at Penn have the good fortune to know Larry Klein as a colleague and friend. But only few of us are closely acquainted with the body of work which won him the Nobel Prize in economics. These notes are an attempt—an incomplete one, I am sure—to remedy this gap.

Referring to the development of econometric models in the years since World War II, Paul Samuelson called this period "the age of Klein." The contribution of Lawrence Klein to the development of present day applied econometrics in the United States and elsewhere in the world could not be more aptly summarized. From the barest beginnings in the thirties and early forties, econometrics has become a burgeoning new science with applications in economic forecasting, public policy making and business management. The pioneering influence of Klein and of his students can be felt behind practically all aspects of this new field.

The earliest phase of Klein's career represents some important contributions to macroeconomic theory. The now classic volume, *The Keynesian Revolution* (1947), was the first complete formal mathematical statement of Keynesian economic theory. His approach to the theory of aggregation (1946) is the current practice, even now. His paper with H. Rubin on the constant-utility index of the cost of living (1947-48) first presented the linear expenditure system, a central core of much present day consumer theory. His interpretation of Leontief's system (1952-53) provides an important alternative view to the structural basis of the Leontief input-output coefficients.

On theoretical beginnings like these, Klein based his subsequent empirical research. This work began with studies of business fluctuations and with construction of small econometric models of the United States. One of these, widely known as Klein's Model I, is frequently reestimated for experimental purposes. Using one of these models he challenged the view prevailing at the close of World War II that the United States economy would drop back into recession, a challenge which was amply indicated. This work was followed in the early 1950s by the well known Klein-Goldberger model (with A. S. Goldberger, 1955), a pioneering system not only with regard to structure, size and advanced estimation methodology, but also the first econometric model to be used regularly for business cycle forecasting.

Klein's attention also turned to model building in many other parts of the world. He advised in the construction of the first econometric models in many countries including Canada and Japan, and he and his associates constructed the first quarterly econometric model, a model of the United Kingdom. The pattern he proposed for models of developing economics is apparent in models for countries as disparate as India, Mexico, and the Sudan. Recently, he worked with his colleagues to build a model of the Soviet Union, an econometric description of economic planning and plan implementation in the Soviet economy.

At the University of Pennsylvania from 1958, working with a team of students and colleagues, Klein initiated a tradition of model building and utilization which has set the pattern for all subsequent work. This involved:

1. Construction of large scale structural models—the Wharton Econometric Model now in its fourth version is the premier national forecasting model. Based on macroeconomic theory, it consists of a detailed comprehensive description of the economy incorporating the framework of the national income and product accounts. The Wharton Annual and Industry Model is an even larger system which incorporates an input-output system. Klein was also the director of the Brookings Econometric Model, a cooperative effort of econometricians to build a highly disaggregated structural representation of the United States economy. Many of the innovations introduced in the Brookings model are to be found in subsequent models at Wharton and elsewhere.

2. Computerization of the process of model estimation and solution. The earliest use of the computer for estimation was in the 1950s in the estimation of the Klein-Goldberger model. Under the leadership of Klein, procedures were developed at Penn for computerized data banks, estimation procedures, and solution algorithms for complex non-linear systems. The computer has made possible efficient estimation and operation of very large and complex econometric models. These procedures have been adapted and expanded into data and model operating systems, accessible nationwide, even worldwide, on computer terminals. This development has been the basis for a new service industry with widespread application in business and government.

3. Real world prediction with models. Beginning with the Klein-Goldberger model, forecasts have been prepared on a regular basis—quarterly with the Wharton model since 1963. Current developments in the economy are factored into the model. The forecasts are confronted with real data. Scientific records are maintained on past forecasts and cooperative analysis of performance of many econometric models is carried out. Early on, Klein developed a dialogue with economists from business and government on the assumptions going into the forecast and on the evaluation of the forecast results. Out of this activity Klein developed Wharton EFA, the first of the national econometric forecasting services.

4. Applications to policy analysis. The models are used continually for simulation of current policy alternatives. Recent developments have included a new optimum control algorithm for large scale models. Models are widely used in and outside the government to evaluate alternative monetary, fiscal, and energy policies. A current project of model simulations involves testing the probable impact of industry policies designed to revitalize the US economy.

5. The extension of the macro models to the level of commodity markets and industries and regions. Klein and his students have extended the macro modeling in important directions by recognizing the potentials for econometric model building at lower levels of aggregation than the nation. New model structures have been constructed describing world markets for primary commodities and testing out alternative approaches to commodity price stabilization policy. Input-output has been integrated into national accounts models. A new field, industrial econometrics, has grown out of work on industries. Regional models have been developed first by students of Klein at Pennsylvania. Monetary sector models have been built and Klein is participating in a comprehensive model of the *Flow of Funds* accounts.

Perhaps, the capstone so far of Klein's career is Project LINK, in essential respects, an econometric model of the world. Centered at Pennsylvania, Project LINK is a consortium of model builders from all over the world. Linked together on the computer at one time are econometric models of 13 developed market countries, of developing regions, and of the Soviet bloc.

Many of these models have been built with Klein's advice and most of them use the theoretical approach, computer software, and operating procedures developed with the Wharton models. One significant payout of Project LINK is the transmission of econometric macro model building and simulation techniques across the world. Project LINK is an operating model system used regularly for predicting world trade and for testing the impact of alternative policies. The LINK system, like the other work of Klein, is constantly being improved and elaborated. Commodity market models, balance of payments, and financial flows are being integrated into this system. Already, it is only the precursor of a number of internationally linked econometric models.

As is appropriate, the development and application of econometric models has grown far beyond the campus at Penn. The craft of econometric model building and application, first developed by Lawrence Klein, has become the basis for economic planning and policy management all over the world.

Dr. Adams, professor of economics and finance, is a longtime associate of Dr. Klein's and a board member of Wharton Econometric Forecasting Associates.