

Almanac

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W.E.B. DuBois: A Memorial

"\$900 salary approved for W.E.B. DuBois' appointment as Investigator of the Social Conditions of the Colored race in this city in connection with the Wharton School."
—Trustees' Minutes (Vol. 13, p.385)

Starting February 21, the Penn residential living/learning house that focuses on the black experience (for students of all races) will bear formally the name by which some have called it for almost a decade. What is now officially Low Rise North will be dedicated as W.E.B. DuBois College House, honoring the man whose appointment to the Wharton School was recorded in the Trustees' Minutes, above, on October 5, 1896. (See page 9 for the four events that surround the celebration.)

Born in Barrington, Mass., on February 23, 1868, W.E.B. DuBois graduated from high school there in 1884 and was chosen to make the graduation oration. He went on to receive an A.B. from Fisk University (1888) and an M.A. and Ph.D. from Harvard University. Later he was to receive numerous honorary degrees as he built his career as teacher, author and activist.

At the turn of the century he challenged Booker T. Washington, who urged blacks to become trained in a trade, by insisting that blacks were citizens and entitled to all rights that other citizens have. In 1908 he helped establish the NAACP, and for many years served as editor of its official publication, *The Crisis*.

Dr. DuBois was on the Wharton staff teaching sociology while he wrote *The Philadelphia Negro: A Social Study*, the sociological classic published by the University Press in 1899. He also taught for several years at Atlanta University.

He travelled extensively in the Soviet Union and then went to Ghana in 1959 and took up citizenship. He died there August 28, 1963, at the age of 95.

Council: Questions on Judiciary . . . Consultation Procedures

President Sheldon Hackney drew a round of applause from Council as he walked into his first meeting with the all-University body, and a verbal welcome from the chair for himself and new Acting Provost Louis A. Girifalco. In his first report, the president covered the highlights of Harrisburg budget plans; termination policy for non-academic senior administrators; Penn's federal affirmative action submission and other matters. Both he and Dr. Girifalco touched on the effects of projected federal cut-backs on students and faculty here.

Council also applauded as Dr. Girifalco introduced the new Acting Associate Provost Richard Clelland and Acting Vice Provost for Research Alan Heeger as "the best people anyone can find."

A summary of reports and discussion:

Judicial Charter and Code: FAS constituency representative Dr. Paul Korshin and Dean Robert H. Dyson reopened the matter of the all-student Judicial Charter and its accompanying Code of Academic Integrity, which were completed in Council on November 12 and published OF RECORD in *Almanac* December 2 after acceptance by the administration. This routing left out a step taken ten years ago when Council adopted the policy that the new document replaces—circulation by the administration to the school faculties. To Dr. Dyson's report that some FAS faculty have asked him not to validate the new proce-

dures by using it, Dr. Hackney responded that as a practical matter the judiciary needs to be operated during the spring, but that the policy will now be submitted to the faculties for review and he will be open to all of the schools' recommendations.

Harrisburg: Governor Richard Thornburgh's newly announced budget does not include the University's requested overall increase of \$6 million, nor \$1 million requested separately for the Veterinary school. This represents a significant decrease in purchasing power for Penn if the appropriation stands at this year's level, and the University will not know for some time whether even the Veterinary increase has a chance. Dr. Hackney has met with the presidents of the Commonwealth's three state-related research institutions, and reports hope for the long term in in-

creasing aid to higher education in Pennsylvania—but less hope for the short run.

Termination Policy: The policy statement on high-ranking administrators, circulated in January but later withdrawn, is being re-drafted not only to define more tightly the senior officers covered, but to enunciate the general principles of how the University will treat cases of termination on short notice. Describing it as "a policy that most organizations need and have," Dr. Hackney said the covered group will not have access to the internal grievance process, but can turn to outside judicial processes, and that the new policy will carry protections with respect to race and sex.

Affirmative Action: The University was prepared to meet its deadline for submission of data on federal compliance Dr. Hackney said, but could not yet release correspondence on

(Continued on page 2)

On Budget

There will be two informational sessions on the University budget Monday, February 23:

- Vice President for Budget and Finance Dr. Jon C. Strauss will address the Administrative Assembly at 1 p.m. (See Meetings, page 8.)
- Curtis R. Reitz, chairman of the Budget Committee, will give a budget seminar for all interested members of the University community at 4:30 p.m. (See Talks, page 9.)

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Insert: Personnel Relations Newsletter

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the Office of Federal Contract Compliance Program's requests and the University's responses. He announced that he would meet this week with invited representatives of campus groups concerned with affirmative action for minorities and women, to share information. The basic issue, he said, was not past performance but data on availability which would determine how the University will be measured in the future. To an inquiry on "stalling for the Reagan administration" he said if there was stalling it was not on the part of the University: "It is in our interests to get it solved."

Tuition: Again in response to inquiry, Dr. Hackney said a tuition increase figure cannot be announced until later in the budget process. Dr. Girifalco added that it is down to a matter of weeks, pending conferences with deans and some determination of the status of administrative centers.

Federal Funding: Dr. Hackney raised the concern that student aid is said to be on the "cut list" in Washington. Dr. Girifalco fielded questions on federal research budget cuts, responding that those expected for NSF will likely affect social science and special programs more than physical sciences and basic research. Although Penn's funding from NEH and NEA (for programs in the humanities and the arts) is only about \$1 million a year, he said, the threat of a 50 percent cut in those agencies' funds would hurt because "the cost of scholarship is less and the academic return higher."

Consultation: The main scheduled item on the agenda—proposed procedures for consultation on searches for deans and University-wide administrators—is published for comment on pages 3 and 4 of this issue. At Council Wednesday, discussion centered on the relative proportions of faculty and students on search committees. Existing Council By-laws call for students to make up no more than one-quarter of most search committees, but the formula can produce overlarge committees if both undergraduate and graduate students ask more than one representative each. Also discussed were the positive and negative effects of limiting deans to two terms totalling 12 years. In response to inquiry, Professor Paul Bender, who introduced the document for the Steering Committee, noted that the role of the Committee on Consultation (see paragraph 3, page 3) is generally *not* to consult on candidates for office, but to advise on the degree of consultation appropriate in specific situations.

Professor Bender also reported that the committee on codification of presidential search procedures has now met and is close to a proposal to submit to the Trustees for discussion. He said other revisions of the Statutes of the Corporation are being worked on by student and faculty committees, and reports will be published in *Almanac*. A proposed revision of the Council By-laws, taking account of the change from a Senate Advisory Committee to a Senate Executive Committee, was mailed February 11 to allow for action on March 11.

BULLETINS

On Quality of Teaching

The Task Force on the Quality of Teaching is preparing its Report to the Provost. We invite comments from all members of the University community concerning their individual experiences and overall evaluation of the quality of teaching at this University. Please respond in writing by February 24 to us at the Office of the Provost, 106 College Hall/CO.

—Robert E. Davies

Chair, Task Force on the Quality of Teaching

—Mary Ellen Gallick

Chair, Subcommittee on Evaluation

—Bruce Johnson

Chair, Subcommittee on Incentives

—James M. Larkin

Chair, Subcommittee on Techniques

University Scholars Program

This is a call to faculty members for nominations of candidates for the University Scholars Program. Through this program, the University offers gifted, strongly motivated, and mature undergraduates the opportunity and the challenge of an individually tailored combined undergraduate and graduate or professional course of study. The aim of the program is

the academic and intellectual enrichment of the student by allowing an early start on advanced graduate and professional work and an opportunity to continue liberal arts and sciences education in the later years.

In the University Scholars program, students with creative and scholarly abilities have access to the research facilities and faculties of more than one school of the University and are provided with both undergraduate and graduate or professional advisors. The idea is to allow them to develop their scholarship at their own pace through a coherent educational experience, leading to the doctoral degree.

If you know an exceptional freshman or sophomore who is capable of doing advanced, scholarly work, who is creative and mature, and who has the motivation to work toward a doctoral degree, please consider nominating that student for University Scholars. For information on how to proceed with a nomination, call Deborah Burnham, the program's administrative director, (Ext. 6060) or stop in and see her in 112 Logan Hall. The spring application period runs until March 13; there will be another application cycle in the fall.

If I can answer any questions you have, please call me at Ext. 5778.

—Eliot Stellar, Chairman
University Scholars Program

Vacancy for Residential Faculty

Stouffer College House announces a vacancy for a Faculty Fellow (married or single), for a two-year term beginning in the fall of 1981. The main responsibility of a Faculty Fellow is to create, guide, and participate in House programs and activities. Since college houses are specifically intended to bridge the gap between the academic and residential lives of students and faculty, applicants should have a high degree of interest in undergraduate life.

Stouffer College House, at 38th and Spruce Streets, is comprised of a diverse group of 130 undergraduates, four Graduate Student Fellows, and three Faculty Fellows (including the Housemaster). Accommodations for Faculty Fellows include a rent-free two-bedroom apartment, and five meals a week during the school term.

Nominations or applications should be sent, as soon as possible and no later than March 6, to Humphrey Tonkin (Master), Stouffer College House, 3700 Spruce St./G8. Further information is available from Professor Tonkin (4661) or Professor Graham Astley (5451/7722).

Alice Paul Awards

Nominations from faculty members are now being received by the awards committee of the Women's Faculty Club for the Alice Paul Awards. The Alice Paul awards are to honor women who have distinguished themselves by significant achievements which are contributions to the quality of University life and/or the relationship between the University and the Philadelphia community. Two awards are given to graduating seniors and two to graduate or professional students who are completing the degree program at the University.

Faculty should send letters of nomination by March 23 to: Dr. Ann Beuf, Chair of Committee, at 106 Logan Hall.

Cancer Center Grants

Through an American Cancer Society Institutional Research Grant, the University's Cancer Center will provide support to full time faculty for biomedical research throughout the University. "Seed money" grants (\$3,000-\$5,000 maximum) will be awarded for the exploration of new developments in cancer research.

Applications will be judged on the basis of scientific merit and the role that research support will play in the development of new research. Priority is given to new faculty. If funds permit, limited consideration will be given to established investigators embarking on a new direction.

The Scientific Review Committee of the University of Pennsylvania Cancer Center will review applications and establish priorities. Interested faculty members are invited to obtain application forms from Ralph Czachowski, administrator, University of Pennsylvania Cancer Center, 7 Silverstein/G12 (Ext. 3910, HUP). The deadline for all applications is April 3. Awards will be for a one year period, not renewable, and will be effective July 1.

Almanac

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ALMANAC February 17, 1981

The following document was discussed at Council on February 11, and will be on the agenda for action this spring. Comment is invited by the Steering Committee (c/o Chair Paul Bender, 15 College Hall, or c/o Robert G. Lorndale, 121 College Hall). The proposals stem from a report by the Senate Committee on Administrative Structure (Almanac January 17, 1978) and the subsequent proposals of the Senate Advisory Committee (now Senate Executive Committee) which have been under discussion and revision by the Senate leadership, president, provost, and deans, since April 1979, with the Trustees Executive Board kept informed.

Proposed Consultation Procedures for Appointment and Reappointment of Deans and University-wide Administrators*

February 2, 1981

The University administration, before recommending the appointment of certain officers, seeks the advice of an ad hoc committee of faculty and students. The offices subject to this practice include all those having a significant influence in academic affairs. While the application of this criterion is clear enough when such key line positions as the provost and deans are in question, it is difficult to draw a precise line of demarcation for subordinate positions or for major administrative posts not directly in academic affairs. This is in part because influence on academic affairs is not an "either/or" question for many of these positions but a matter of degree which, given the changing nature of the University's problems, is sometimes difficult to gauge in advance. Another complication is that new posts with different titles may be created from time to time.

The procedures described below take cognizance of these difficulties by providing consultative input that is graduated according to the degree of influence that a post seems likely to have in the academic life of the University. Where the post is one that involves little direct authority or influence, the process is designed to give more scope to the preferences of the administration. For an executive assistant to the president, for example, the president may consult designated faculty and student leaders informally. For vice presidents whose duties have an impact on academic affairs or on campus life, consultation may proceed through an advisory committee which gives advice concerning one or more candidates proposed by the administration. For vice provosts the advisory committee may both offer its own suggestions and react to suggestions of the administrator for whom an aide is being chosen. Where the post, like that of a dean, is one in which major authority is exercised, formal consultative procedures should be followed. In these procedures an ad hoc consultative committee is established for the purpose of drawing up a list of recommended candidates. In selecting members for the consultative committee, consideration should be given to diversity of membership, including affirmative action concerns, range of interests and rank, as well as quality of membership. The consultative committee receives its charge from the president or provost and may meet from time to time with one or both of these officers during its deliberations. The committee does not confine itself to suggestions made by the president or provost. Both advisory and consultative committees take their decisions in executive session.

University Committee on Consultation

In order to determine the appropriate arrangement for any given post which the administration wishes to fill, the president or provost seek the advice of the University Committee on Consultation. This committee is composed of the chair, past chair and chair-elect of the Senate and the chairpersons of the Undergraduate Assembly and the Graduate and Professional Student Assembly. The University Committee on Consultation shall respond quickly to the president's request for an opinion, indicating the nature of the procedure that it recom-

mends. The president and provost should err on the side of inclusiveness in seeking opinions from the committee.

Consultation for a University-wide Office

When the University Committee on Consultation recommends that full consultative procedures be employed, the president or the provost shall, in the case of a University-wide office, request from the Senate Executive Committee, through its chair, nominations of a number of persons, which number shall be specified by the president. The president shall appoint to the ad hoc consultative committee those nominated by the Senate Executive Committee and may appoint up to an equal number of others. In addition to the above appointments, the president shall appoint to the consultative committee at least one student nominated by the appropriate student nominating committee. The maximum proportion of students on the consultative committee shall not exceed one-quarter of the membership of the committee, except in the case of a consultative committee for offices in the area of student affairs, in which case the proportion of students shall not exceed one-third of the membership. The president shall appoint the chair of the ad hoc committee.

The committee shall meet with the president and/or the provost for the purpose of obtaining information and views concerning the responsibilities of the position and the qualifications of the person to be sought. The committee may develop additional qualifications in consultation with the president and/or the provost. The president and/or the provost shall be free to submit names of candidates at the initial meeting or at any subsequent time prior to the completion of the work of the consultative committee. In the case of a person from outside the University, a consideration of academic appointment may also be appropriate. If this is the case, the department, school, and administration should act expeditiously.

It is understood that the role of the ad hoc committee shall be an advisory one; the final authority for the appointment rests with the president and the trustees. In those cases in which the president wishes to appoint a person not considered by the ad hoc committee, the committee shall be asked to review the qualifications of that person and determine if they wish to recommend that person for the position.

Consultation for a Dean

When a vacancy has occurred or is expected to occur for a dean of a faculty, the faculty concerned, by its own procedures, shall nominate to the president four members of its own faculty. The president shall appoint those four persons and shall also appoint four other faculty members to a committee to nominate a new dean. The president shall also appoint two students from that school of whom one shall be an undergraduate if the faculty concerned conducts both an undergraduate and graduate program. These students shall be nominated by the students according to their own procedures. When appropriate, the president may designate one or two alumni advisers to the committee. In special circumstances or where the faculty of the school is very small, exceptions to the numerical limitations above may be made. The committee shall meet with the president and/or the provost for the purpose of obtaining information and exchanging views concerning the responsibilities of the position and the qualifications of the person to be sought. The final appointment of a dean is made by the trustees upon recommendation of the president of the University.

Renewals of Terms of Office

Provost. The initial term of office of the provost shall be no longer than seven years and the total length of service normally no more than 12 years. If, when the initial term of the provost expires, the president favors the continuation

* To replace existing provisions in part VII of Council Bylaws, reproduced in Handbook for Faculty and Administration, pp.7-10.

of the provost in office, he or she shall determine whether the incumbent is willing to accept further service. If a reappointment or extension is contemplated by the president, the president, with the advice of the University Committee on Consultation, shall appoint an ad hoc committee to ascertain and report on faculty and student opinion, and advise the president with respect to the proposed reappointment or extension.

Deans. Deans shall normally serve no more than 12 years with an initial term of no more than seven years. A consultative review committee will be established in the sixth year of the initial term of a deanship if a reappointment (i.e., an extension of more than two years is contemplated). The faculty of the school shall choose four of its own members for this committee, to be matched by up to an equal number chosen by the president and the provost, who will make sure that there are faculty representatives from within the University but outside the school. Students will select two student members from the student body of the school, one of whom shall be an undergraduate if the school concerned conducts both an undergraduate and a graduate program, and there will be one non-voting alumni representative. The consultative committee will advise the president and the provost on the desirability of reappointment. In addition, each tenured faculty member of that school shall have the opportunity to give advice and views to the president and the provost. The president and the provost will consult as well with knowledgeable colleagues and officials for the school. When the school is being reviewed by the Educational Planning Committee, an outside accreditation organization or by some other means, the findings will be considered pertinent in the decision whether to recommend reappointment.

A school or the president and the provost are free to propose another consultative path for the reappointment of a dean after an initial term, but any such alternative path would require the concurrence of the appropriate elected committee of the school involved and the president and the provost as well as review by the University Committee on Consultation.

If an extension for only one or two years is proposed, the provost may constitute a faculty and student committee by inviting faculty and student members currently holding elective office, such as members of the school's academic freedom committee, Council representatives, or members of the school's council (where such an elective body exists), to serve on a consultative body.

Appointments of Acting Administrators

When there is a need to appoint a person to occupy a position temporarily, the University Committee on Consultation and, in the case of a school administrator, the appropriate elected school committee, should be consulted. The University Committee on Consultation may, according to the circumstances, decide to propose other arrangements to insure adequate consultation.

Appointments of Associate and Vice Provosts and Associate and Vice Deans

With respect to the selection of associate and vice provosts, the arrangements seek to ensure that the provost have aides in these posts with whom he or she can establish a close personal rapport. The consultative committee for the position of associate provost should take care to learn of the provost's view on different candidates. Advisory committees for vice provosts should give first consideration to the suggestions of the provost and seek his or her advice on other candidates.

A similar principle of relative freedom of choice applies to deans of faculties in the selection of associate deans and vice deans. The dean should, in connection with these cases, seek appropriate advice from his or her faculty and student body. Should any issue arise about the procedure for obtaining advice, guidance should be sought from the University Committee on Consultation.

Reports

In the case of a University-wide post, the president and the consultative committee, before its discharge, shall submit a final report to the University Council, the Faculty Senate, the Undergraduate Assembly, the Graduate and Professional Student Assembly, and shall publish a report in *Almanac*, which shall include, but not be limited to the following:

1. The nature of the search, including goals and objectives.
2. The consensus on policy issues.
3. A copy of the job description and/or advertisement, if any.
4. Information concerning the candidates, including:
 - a. Characteristics of the individuals (such as ethnic background, sex, etc.).
 - b. Number of names considered.
 - c. How many candidates were from within the University.
 - d. Specifically, was the person selected to fill the position, if it was filled, recommended by the consultative committee, and
 - e. Any additional relevant information.

Should there be disagreement between the president and the consultative committee, separate reports should be submitted.

In the case of the election of a new dean, the ad hoc committee shall submit a report along similar lines to the faculty and the students of the school involved. The report or a summary of it shall be published in *Almanac*.

Confidentiality

Confidentiality of much of the material handled during a consultation is essential to the process. Acceptance of appointment to a committee is understood to signify full acceptance of the conditions of confidentiality as follows. The name, background, personality and character of any candidate and the proceedings of the committee shall be maintained in strictest confidence by all members of the committee and by administrative personnel who have access to the names. This principle, of course, does not preclude the revelation of names of candidates in officially authorized efforts to get outside appraisals.

The committee shall have the option to make confidential any other items it deems necessary for its functioning by roll call vote requiring a 2/3 majority of the committee members present and voting. Each letter of appointment to an advisory or consultative committee should make plain the obligation to maintain confidentiality, and the chair of the committee shall remind the members of this obligation. Anyone who cannot accept those conditions should be asked by the chair to resign. Failing this, he or she should automatically be removed from membership of the committee.

Administrative Support

Administrative and secretarial assistance will be provided by the Secretary of the University to advisory and consultative committees.

SPEAKING OUT

The Big Mellow

The multi-talented Clifton Cherpack has once again provided the University community with a valuable service by introducing it to the Wonderful World of Mellow in his February 3 letter. Down with Type-A behavior! Away with the pressure of deadlines! Having recently been elected Second Vice President of the Northeastern Gland Society (I am a regionalist to the end) and having several West Coast friends fluent in CalSpeak, I can really get behind the Mellow concepts that Cherpack endorses.

Far too many of us have been running empty in the fast lane of academic life; we shun the life-enriching elements encompassed in The Big Mellow: we must adopt a Hot Tub Culture here at Pennsylvania. Professor Cherpack has provided the intellectual spark to start us along the correct path to Mellow. What we need next is Leadership to take us all of the way to the Nirvana of Laid Back.

This leadership must, of course, come from the new Administration in College Hall. (Do not count on the one in the White House, folks.) President Hackney should institute without delay a set of Mellow Hours. At these relaxing gatherings, to be held in the Jacuzzi now being installed in his College Hall office, we would each have the opportunity to take turns being Acting Provost (one hour is the current half-life for that position, I gather). "First Lady" Lucy Hackney could supervise the serving of Mallowmars to the Chocoholics present (another subculture that needs nurturing desperately). Besides such Mellow Hours we could inaugurate "Toke-ins with the Trustees," "Gropes with Girifalco," and other affairs to raise the spirit and otherwise enhance our lives.

The long-term implications of this change in University life style are truly important. First, *People Magazine* would become required reading for English 101 (now, only the faculty read it). Second, the University could follow

the advice of the President's Commission for a National Agenda for the Eighties, abandon the Northeast, and move to the more relaxed atmosphere of Marin County, where the grass is not always greener. Some day we may see Professor Cherpack, complete with his shocking-pink roller skates, "Jaws-III" surf board, and that yummy bean sprout quiche recipe of his, strolling jauntily and jolly along the streets of Mill Valley (the World Capital of Mellow). I can relate to that.

The mind-expanding possibilities of the wide-scale adoption of Mellow are nearly endless. I would continue writing, but Dr. Cherpack's Primal Therapy Group is meeting down the hall and I really can't concentrate above the din.

—Norman J. Glickman, Associate Professor
City & Regional Planning
and Regional Science.

(Speaking Out continues, page 5)

The following letter from WEOUP was submitted on the basis of an out-of-date policy statement which has been withdrawn for redrafting, but has not yet been publicly revised. The letter was initially withheld from publication, under Almanac Guidelines, for possible alteration in the light of the redraft. WEOUP appealed, however, on the ground that its principle argument remains the same despite changes of detail. The letter is therefore published below, with a response from Gerald Robinson.—Ed.

Equity for Men

Not for the first time, WEOUP finds itself in the curious position of questioning a University procedure which threatens primarily white males rather than women or minority members. That is the newly announced policy on Suspension and Termination of High Ranking Administrators, which denies certain employees access to the Grievance Procedure for Nonacademic Staff.

We do so less out of hope that more minorities and women will soon reach the lofty jeopardy of "high ranking" (the University's ten-year performance in affirmative action is too dismal for that) than from the conviction that fair is fair—or in this case, unfair is unfair—and that this policy wipes from the books such minimal protections as have been written into the affirmative action program. In its main body, the policy says in effect that the high-ranking can be fired for cause without recourse to the independent peer review of the grievance procedure. More insidiously, it contains a reminder that nothing in the policy is to prevent the University at any time from firing *without cause* and still without recourse.

This is a blatant institutionalization of the arbitrary and capricious. As such, it is wrong in principle. In practice, it may at this time fall primarily on white males since they hold most of the higher ranks. But in practice it also ensures that people can be fired for personality conflict, honest disagreement, or the simple desire of a new boss to clean house and fill slots with new people without considering the welfare of those whose only offense was to have been in the wrong place at the wrong time when all the signals changed.

Through WEOUP's grievance counseling group we see this happen quite frequently to the low-ranking, and the informal and formal grievance processes are essential to achieve responsible efforts to relocate employees in a changeover of leadership or systems which affects their employment. WEOUP has itself struggled to be responsible in its counseling of grievants and would-be grievants in recognition that superiors live under mandates that may require them to change their staffing. The point is that with access to grievance procedures, the manager's objectives can be achieved without losing sight of the displaced worker caught by change.

One does not need to charge evil intent to identify the potential for evil consequences. But at the same time, our University has in fact seen instances of poor management behavior at high levels. This policy assigns to the

senior manager an infallibility that not even the best would claim in this imperfect world. There is no true cross-check on bad judgment in the alternate grievance route summed up in the January announcement, for it throws the grievant right back into the same decision-making process that came out against him in the first place. An important side product of grievance review—the ability to identify a poor decision-maker early on—is lost when that procedure no longer covers all of those personnel that a senior decision-maker might fire expediently.

Expediency, in fact, is the basic issue in the adoption of a policy that denies employees recourse. It suggests that the leadership of the University feels some need or desire to eliminate personnel without submitting their judgment for objective test. It suggests further some groundless fear that any decision questioned is a decision overturned. But we know for a fact that that is not the case: few grievants actually "win" in our University, and few decisions in favor of the grievant are ever carried out by the administration as far as we know. (There is a dearth of public information on this, but our own counselors' experience is available to us—and it has been that no nonacademic grievant has ever won more than relocation or reclassification—and most often simply receives a more equitable severance.)

We do not suggest that termination in and of itself be challenged. Termination for cause is a valid principle which allows the University to get rid of bad apples. But as a matter of fact, the University tends not to terminate at the highest levels, but to negotiate "resignations" which carry with them generous severances and warm commendations to future employers. (The one public case in which a high-ranking administrator was found to be performing in violation of University regulations on open expression was settled in just such a manner). It is only at next echelon—in jobs not confined to the most senior ranks, held by people who report to still more senior administrators—that the threat of expedient removal is directed.

To understand the jeopardy that lies in the new policy, one needs to look not only at the policy, but at the references within it—and particularly at what constitutes "for cause". Termination for cause results from "... an unsatisfactory probation period, failure to correct unsatisfactory performance, or as a result of such serious offenses as assault, gross insubordination, misappropriation of funds or felonious behavior."

In other words, all grounds except elimination of budget are potentially "for cause". Some terms used, however, may be subject to interpretation: one person's insubordination could be viewed as another's forthright and refreshing independence of mind. "Performance" is sometimes a matter of opinion—particularly in a University. Nonacademic administrators routinely run back and forth on a tightrope between faculty/student/committee standards and the exigencies of the budgetary unit—whose head could, under this policy, get tired of listening and fire the messenger at will.

We must ask especially about the effects of such a policy on the senior administrator who ages. Dynamic youth can be notoriously short-

sighted toward the needs and value of older employees—and make decisions that, a few years later, they themselves would temper out of improved judgment. But in the meantime, the older, high ranking employee is at the mercy of youth's learning curve.

Beyond age, there are questions of sex, race, religion and national origin which jeopardize highly skilled people. So far the jeopardy has been simply that they are not appointed—note the lack of diversity in the Franklin Building's higher ranks, for example—but this policy suggests that they would be open to very arbitrary pressures even if appointed.

WEOUP's acronym encloses not "equal opportunity for women" but "women for equal opportunity", and it is in that spirit that we suggest the University take a look at the impact of this policy on all in our community whose employment conditions are at issue now.

In the most practical terms we suggest that properly conceived and intelligently documented, termination for cause is as readily available *with* a grievance procedure as without it. The good case will stand before the panel. The bad case will fall, and should. It is not in the interests of the University to risk the bad case when it can still turn up in court.

Grievance is an internal process designed in part to keep our dirty linen in the home hamper until it is washed. Grievance is also the washing machine. It makes no sense to say that at the highest and most visible levels we are going to bypass the hamper and display the laundry on the front lawn until the federal or state courts get around to washing it for us.

—Ruth S. Wells, President,
Women for Equal Opportunity
at the University of Pennsylvania

Response on Termination Policy

A new draft of the policy on Suspension and Termination of High-Ranking Administrators is being prepared that should resolve most of the problems that staff members have voiced in the last few weeks. When the draft is in final form and approved, it will be published in *Almanac*. Some of the features of the new draft will be a better definition of what positions are affected and a clearer description of the policy itself. There has been no intent in developing this policy to limit ones' rights under the University's Equal Employment Opportunity or Affirmative Action commitments.

An important point to be made in support of the policy is that every organization needs to have the means to control and direct its resources and to deal effectively with key personnel who have a particularly special impact on those resources. The process which is followed should be carried out in the spirit of fairness. Nevertheless, the organization must have the means to act quickly and decisively when it is deemed necessary. Senior administrative personnel tend to accept that right as a condition of being placed in key roles. The policy statement is an attempt to simply formalize our existing practices.

—Gerald L. Robinson
Executive Director, Personnel Relations

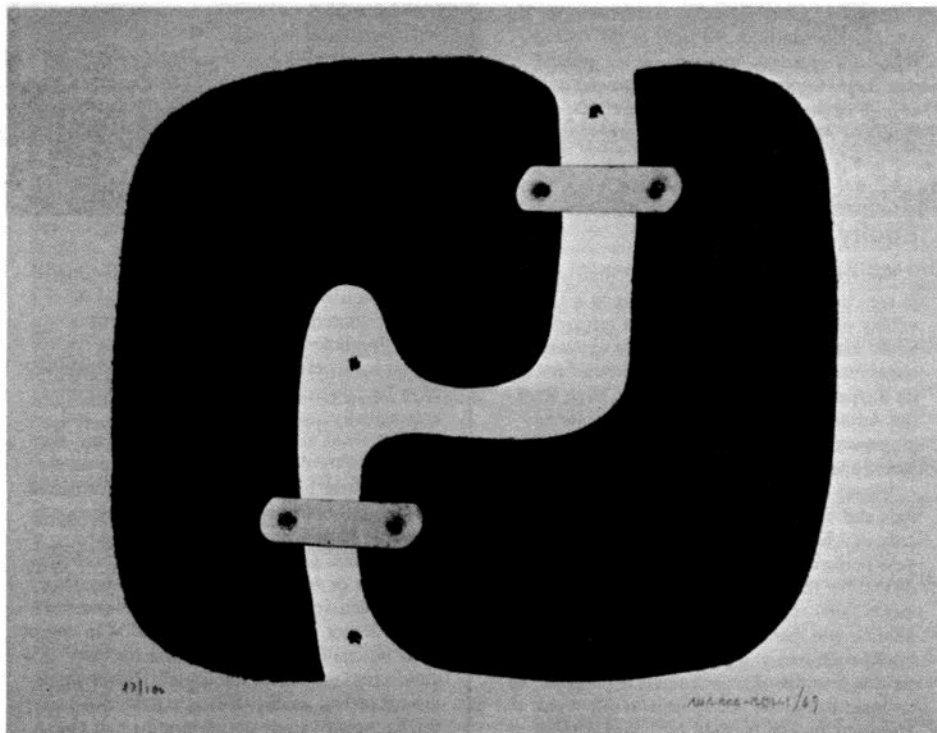
SPEAKING OUT welcomes the contributions of readers. Almanac's normal Tuesday deadline for unsolicited material is extended to THURSDAY NOON for short, timely letters on University issues. Advance notice of intent to submit is always appreciated.—Ed.

Recent Gifts to the University

Contemporary art by more than 100 artists has recently been donated to the University by Saul P. Steinberg, Mr. and Mrs. Seymour J. Passman, and Mr. and Mrs. Howard P. Berkowitz. A selection of prints and sculpture representing the variety and quality of the 800 individual works is currently on exhibition at the gallery in the Fine Arts Building.

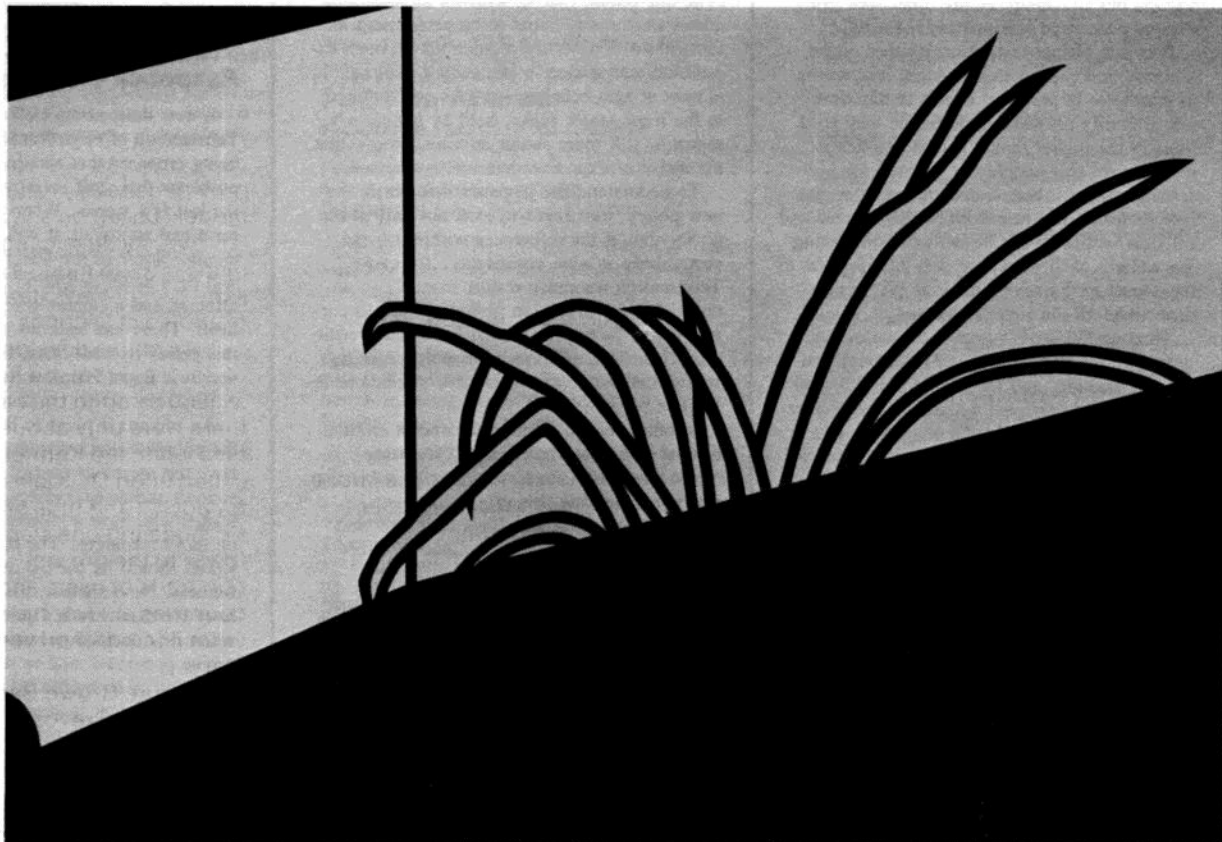
The exhibit, which runs through February 26, was created, the works selected and the show designed by Ms. Garcia, director of the Philadelphia Print Club and guest curator for this show and Beth Glenn, GSFA staff member and exhibition coordinator. "The prints selected give evidence to the continuing importance and appeal of multiples in communicating the thought and imagery of an artist," explains Ms. Garcia in the exhibit's catalog.

The exhibition includes works by such artists as Joseph Albers, Patrick Caulfield, Henry Moore, Robert Motherwell, Robert Rauschenberg and Tony Rosenthal. "It is hoped," said Dean Lee G. Copeland, "that the exhibition will acquaint the University community and the general public with the richness and breadth of the University's existing art collection, and that it encourages further contributions of art so that the collection may be expanded and made more comprehensive."



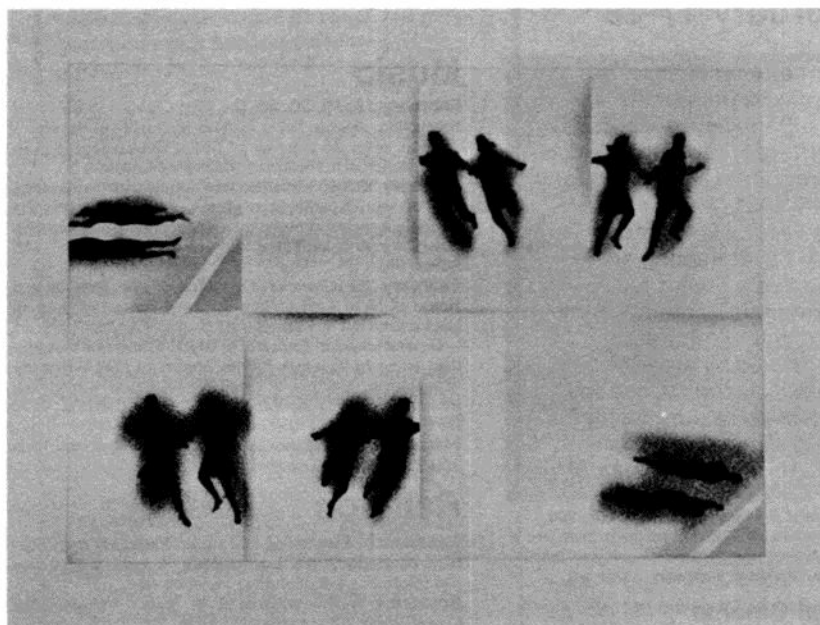
Conrad Marca-Relli

UNTITLED, black & white repeat collage, 20" x 26"

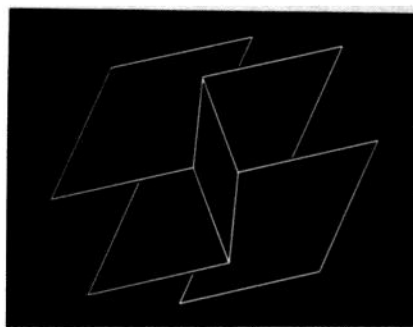
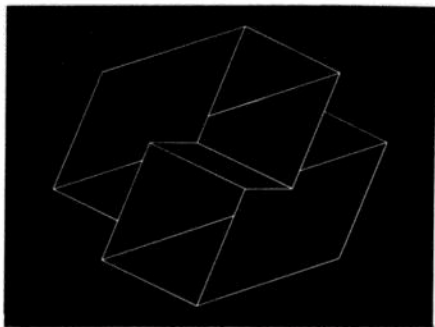


Patrick Caulfield

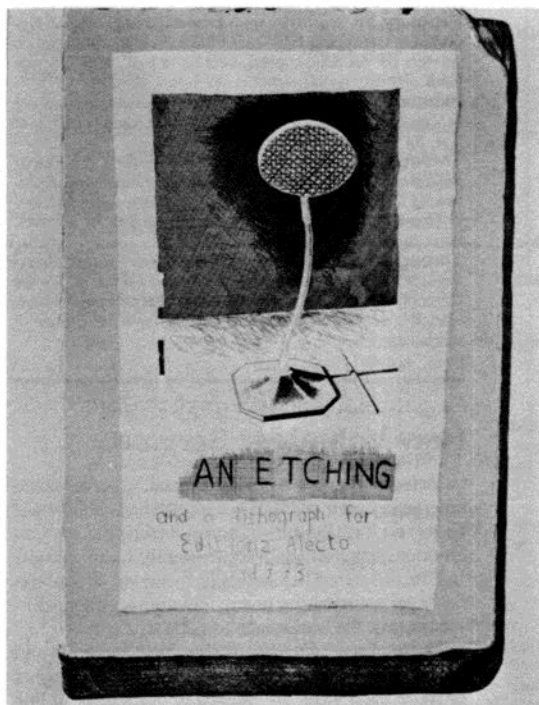
SPIDER PLANT, black & white screenprint, 22½" x 31"



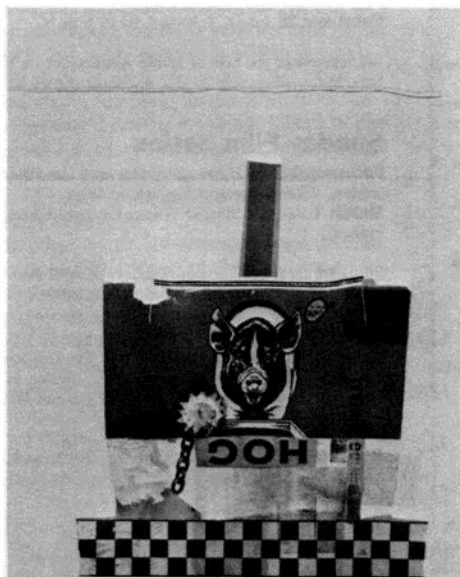
Joan Genovés UNTITLED, color etching, 25½" x 35¼"



Joseph Albers selection from FORMULATION: ARTICULATION, black & white screenprint, 15" x 40"



David Hockney AN ETCHING AND A LITHOGRAPH, color etching/lithograph, 35¼" x 25"



Robert Rauschenberg HOG MINERAL from the Chow Series, color screenprint/collage, 48" x 36¼"

At the present time, the University collection consists of over 3,000 documented works of art in various media which are housed in the buildings across the campus. Significant works include: Thomas Eakins' *The Agnew Clinic*, the *Little Passion* series of engravings by Albrecht Dürer, *The Sacrifice of Cora* by Thomas Cole, *The Greek Slave* by Hiram Powers. Some of the art work comprises the Gimbel Pennsylvania Art Collection, one-half of which was donated to the University by Gimbel Brothers Stores in 1959, and the collection of Dr. Thomas W. Evans which was given to the University Dental School in 1912. Recent inventories have uncovered now authenticated works by Edouard Manet and Albrecht Dürer.

Photographs by Sigmund Stamborski

The Graduate School of Fine Arts is establishing a Fine Arts "Study Collection" containing a variety of art, accessible to students and faculty. The current exhibition of recent gifts demonstrates the need for a central gallery for the University's collection. According to Dean Copeland, "the creation of a university gallery would enhance Penn's already strong tradition in the fine arts, and give the existing and future collections an accessible location and more appropriate setting for display and study." The Furness Building which houses the evolving Fine Arts "Study Collection", has been proposed for the gallery location.

February 17-28

Children's Activities

Films

February 21 *Lorna Doone* (Phil Karlson, 1951)
February 28 *Indian Paint* (Norman Foster, 1963)

Films are free, screened Saturdays at 10:30 a.m. in Harrison Auditorium of the University Museum. Recommended for children aged five and older.

Folklore

The Folklife Center of International House presents *Children's Folklore: A Child's Introduction to Traditional Games, Stories, Crafts and Dance*.

February 22 *Appalachian Folk Music* with Penn alumni, Janet Bregman-Taney and Peter Taney, 2 p.m. The program will be signed by an interpreter for the deaf and hearing-impaired.

Tickets: \$2 Adults, \$1.50 children and International House members. All children must be accompanied by an adult.

Theatre

The Annenberg Center presents *Theatre for Children*, high quality live theatre experiences for young audiences, in the Zellerbach Theatre.

February 27, 28 *Teddy Roosevelt* a production from the Performing Arts Repertory Theatre, for tickets and information call the Box Office at Ext. 6791.

Exhibits

Through February 20 *Jean Hamburg Paintings and Sidney Shore Sculpture*, at the Faculty Club.

Through February 26 *1981 Recent Gifts to the University*, GSFA presents contemporary sculpture and prints donated to Penn, at the ICA Gallery.

Through March 6 *Goya, Los Caprichos and Los Proverbios*, etchings by the Spanish artist Francisco Goya, loaned by the Arthur Ross Foundation, at the Lessing J. Rosenwald Gallery, 6th floor, Van Pelt Library.

February 18 through March 13 *First and Second Year MFA Candidates Show*, at the Houston Hall Gallery.

Through June 30 *African Sculpture from the Collections*, more than twenty masks and statues from sub-Saharan Africa at the Sharpe Gallery of the University Museum.

Through August 31 *The Egyptian Mummy: Secrets and Science*, the exhibit conveys Egyptian ideas about life after death and health and disease patterns at the University Museum.

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

Houston Hall Gallery Hours Monday-Friday, noon-6 p.m., Saturday and Sunday noon-4 p.m.

ICA Gallery Hours Tuesday 10 a.m.-7:30 p.m., Wednesday-Friday, 10 a.m.-5 p.m., Saturday and Sunday, noon-5 p.m. Closed Monday.

Rosenwald Gallery Hours Monday-Friday 9 a.m.-5 p.m., Saturday 10 a.m.-4 p.m.

University Museum Hours Tuesday-Saturday 10 a.m.-5 p.m., Sunday 1-5 p.m. Closed Monday and holidays.

University Museum Gallery Tours

February 18 *Mesopotamia*
February 22 *The Tang Dynasty of China*
February 25 *Subsaharan Africa*

All tours begin inside University Museum's main entrance at 1 p.m. and last 45 minutes, \$1 donation requested.

Films

Exploratory Cinema

February 18 *Primate* (Frederick Wiseman, 1974, USA).
February 25 *Tourou et Bitti* (Jean Rouch, 1973, France); *Under the Men's Tree* (David and Judith MacDougall, 1968, USA); *The Ax Fight* (Timothy Asch and Napoleon Chagnon, 1975, USA); *The Path* (Donald and Ronald Rundstrom and Clinton Bergun, 1972, USA); *Maring in Motion* (Allison Jablonko, 1968, USA).

All screenings are held at 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.



Peter Taney and Janet Bregman-Taney play dulcimer, fiddle, mandolin, spoons, bones, and jawharp, and give a spirited demonstration of Appalachian clogging at International House. See Folklore, February 22, at left.

International Cinema

February 18 *Tout Va Bien* with visiting critic Bill Van Wert, 7:30 p.m.

February 19 *My Brilliant Career*, 7:30 and 9:30 p.m.

February 20 *My Brilliant Career*, 4 and 9:30 p.m.; *Patriot Game*, 7:30 p.m.

February 25 A Joris Ivens Program including *Rain* and *Power and the Land*, 7:30 p.m.

February 26 *Best Boy*, 7:30 and 9:30 p.m.

February 27 *Best Boy*, 4 p.m.; *Fundi: The Story of Ella Baker and Its Not a One Person Thing* with film-makers Joanne Grant and Sally Heckel, 7:30 p.m.; *Best Boy* 9:30 p.m.

February 28 Workshop with Sally Heckel on *Developing a Film From a Short Story*, 1-4 p.m.

All screenings are held at Hopkinson Hall, International House. Admission: \$2, \$1 for the Friday matinees, for more information call 387-5125, Ext. 222.

PUC Film Alliance

February 20 *Catch-22*, 8 and 10:30 p.m.

February 21 *The Shining*, 9 p.m.; *Casablanca*, midnight.

February 27 *Monty Python*, 8 and 10 p.m.; *The Creature from the Black Lagoon*, midnight.

February 28 *Fame*, 7:30 and 10:15 p.m.

All screenings are held at Irvine Auditorium on Friday and Saturdays. Admission \$1.25, midnight shows \$1.

Sunday Film Series

February 22 *The Marriage of Maria Braun* (Werner Fassbinder, 1978, Germany) English subtitles.

March 1 *Jenny L'Amour* (Henri-Georges Clouzot, 1947, France).

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

University Museum

Through August 31 *Mummy 1770, The Unwrapping and Egypt's Pyramids, Houses of Eternity*, shown in conjunction with the current exhibition *The Egyptian Mummy: Secrets and Science*.

Films are free, screened on Saturdays at 1:30 and 2:30 p.m. and on Sundays at 1:30 p.m. in Harrison Auditorium of the University Museum.

Meetings

Administrative Assembly: A Special Meeting, February 23, with Dr. Jon C. Strauss, vice president for Budget and Finance on the University's financial situation, including the current state of budgeting for next year. Also, a progress report on the A-I ad hoc committee on high-ranking administrators, 1 p.m. at the Penniman Room, Houston Hall.

University Federal Credit Union: Annual Meeting, February 19, noon in the Franklin Room, Houston Hall.

Music

February 18, 19, 20, 21 The Glee Club's 119th Annual Production, *Double Take*, features highlights of the club's 25 years under the direction of Bruce Montgomery, 8 p.m. in the Zellerbach Theatre at Annenberg Center.

February 19 The Tinker Lecture Series, with the cooperation of the Department of Music, presents Henriqueta Duarte in a recital of music by contemporary Brazilian composers, 4 p.m. in the Music Building Annex, behind S. 34th Street.

February 22 Chamber Orchestra of the International House of New York present a special concert, 2 p.m. in Hopkinson Hall at International House of Philadelphia.

Commemorative Concert, a Black Centenary Celebration, featuring The Fisk Jubilee Singers of Fisk University with dramatic readings by Cicely Tyson, award-winning actress, 7:30 p.m. at the Zellerbach Theatre. Call Ext. 4410 for tickets.

February 27 Combined program Gospel Choir and Penn Jazz Ensemble at Annenberg School.

Religion

Ecumenical Eucharist 12:15 p.m. Fridays at the Christian Association, 3601 Locust Walk. A gathering for new and informal ways of sharing 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 4:15 p.m. Fridays. Shabbat morning services (Conservative and Orthodox) are held at Hillel each Saturday at 9:30 a.m.

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

Muslim The Muslim Student Association hosts Jumaa congregational prayer and meeting, Fridays at 12:30 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

February 22 through 28 *Silent Auction* of 200 paintings, drawings, prints, sculpture and tapestries at International House, 1-5 p.m. All bids must be submitted in writing by February 28, and highest bidders will be telephoned.

February 25 *Sensitivity and Awareness Day*, Equal Opportunity Office and Personnel Office present a program on services for the handicapped, 10 a.m.-4 p.m. at the Faculty Club.

February 28 *Third Annual Wharton Alumnae Conference* at Vance Hall. Contact Wharton Graduate Alumni Affairs at Ext. 8478 for more information.

Through February 28 *Hmong Embroidery Workshops* presented by International House and the Indochinese Community Center, 10:30 a.m.-noon, Saturdays, at International House, 3701 Chestnut Street. Bring a pair of scissors; other materials will be provided.

Through April *University Ice Skating Club* meets Thursdays 3:30-5 p.m. and Sundays 10:15-11:45 a.m. at the Class of '23 Ice Rink, 3130 Walnut Street. For more information call Marion Friedman at 342-8638, evenings or weekends.

New Volunteer Service

Volunteers are now being trained to serve in the emergency room at HUP as a liaison between the patients and their families. The volunteers will provide emotional support and information for families waiting for patients. They will help speed the flow of patients by assisting the emergency room personnel in monitoring the movement of patients.

Mature men and women who have the ability to empathize with people and who can give four hours or more each week are needed to participate in this program. Emergency room volunteers will receive satisfaction through giving their time and care in a vitally important area. For information on how you can become a volunteer, call HUP, 662-2575.

Sports

February 17 Women's Swimming vs. Temple, 4 p.m. at Gimbel Gym; men's basketball vs. LaSalle, 9 p.m. at Palestra.
February 18 Men's Fencing vs. Princeton and women's fencing vs. Princeton, both matches 7:30 p.m. at Weightman Hall.
February 19 Women's Badminton vs. F & M, 6 p.m. at Weightman Hall.
February 20 Men's Basketball vs. Brown, 8 p.m. at Palestra; Winter Weekend through February 22.
February 21 Men's Wrestling vs. Princeton, noon at Palestra; men's squash vs. Harvard, 2 p.m. at Ringe Courts; men's swimming vs. Harvard, 2 p.m. at Gimbel Gym; women's basketball vs. Yale, 3 p.m. and men's basketball, 7 p.m., both at Palestra.
February 22 Men's Gymnastics and women's gymnastics Ivy Championships, 1 p.m. at Hutchinson Gym.
February 24 Men's Basketball vs. Princeton, 9 p.m. at Palestra.
February 25 Women's Fencing vs. Harvard, 3:30 p.m. and men's fencing vs. Harvard, 7 p.m., both at Weightman Hall.
February 27 Men's Swimming vs. Cornell, 4 p.m. at Gimbel Gym.
February 28 Men's Volleyball vs. Harvard, 2 p.m. at Weightman Hall.

Talks

February 17 HERS Alumnae explain the institute for women in higher education to potential candidates for the 1981 summer program at Bryn Mawr, noon at Green Room, Class of 1920 Commons. Call Gail Rudenstein at Ext. 5285 for more information.

Respiratory Physiology Seminars presents Dr. M. Kilberg, Biochemistry Department, University of Florida, on *Plasma Membrane Electron Transport in Animal Cells: the Missing Link?*, 12:30-1:30 p.m. at Physiology Library, 4th floor Richards Building.

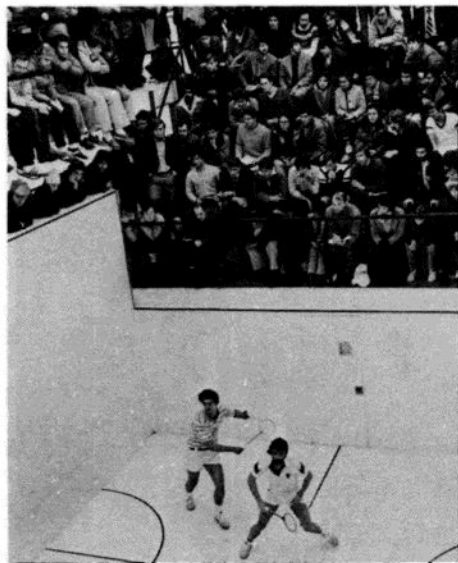
Roundtable on the Future of American Cities with Dr. Donald A. Hicks, University of Texas; Dr. Norman Glickman, Penn; Edwin Guthman, *The Philadelphia Inquirer*; Thatcher Longstreth, Philadelphia Chamber of Commerce; and moderator Dr. Stephen Gale, Penn, 2 p.m. at Room 285-286 McNeil Building. *Urban America in the Eighties: Prospects and Policies*, the report by The President's Commission for an Agenda for the Eighties, is the Roundtable's genesis; it is on reserve in the Lippincott Library under Regional Science 632/City Planning 730.

Medical Ethics Society presents Dr. Thomas Chalmers, Dean, Mt. Sinai School of Medicine, on *Clinical Trials: Ethical Issues for Research and Practice*, 5:30 p.m. at Dunlop B Room, Medical Education Building.

February 18 School of Social Work Colloquium on Aging presents Dr. Carl Hirsch, Hebrew Rehabilitation Center for the Aged, N.Y., on *Informal Support Networks of Black and White Ethnic Elderly*, 2-4 p.m. at 4th floor Board Room, Leonard Davis Institute.

Department of Physical Therapy presents Linda DiLuco, PT, Nazareth Hospital and HUP, on *Comparison of Gait in Normal and Patients with Rheumatic Diseases*, 5 p.m. at Room 208, Nursing Education Building.

Near East Lectures present Dr. Ezat O. Negahban, visit-



Men's Squash team competes against Harvard during Ivy Winter Weekend February 20-21-22, see Sports at left.

ing scholar from the Near East on Marlik, Haft Tepe, Zaghe and its Painted Building, 5:30 p.m. at Rainey Auditorium, University Museum.

Graduate School of Fine Arts presents Christo, 8 p.m. at Room B-1, GSFA.

February 19 Faculty Library Seminar on *Online Searching*, the hows and whys of computerized literature searching with demonstration searches on a variety of data bases, 10 a.m.-noon, at first floor Conference Room, Van Pelt.

South Asia Seminars presents Kenneth W. Jones, Kansas State University, on *Ideology and the Arya Samaj*, 11 a.m.-12:30 p.m. at Classroom II, University Museum.

Department of Microbiology, School of Medicine presents Dr. Julian Leibowitz, University of California, on *Replication of Murine Coronaviruses*, 11:30 a.m. at 196 Medical Labs Auditorium (Old Med. Building).

Graduate School of Fine Arts presents a poetry series featuring John Yau, 8 p.m. at third floor coffee shop, Fine Arts Building.

February 23 Communications Colloquium features Herbert Schmetz, vice president, Public Affairs, Mobil Oil Corp. on *Corporate Advocacy and the Electronic Media*, 4 p.m. at the Colloquium Room, Annenberg School of Communications.

Department of History and Sociology of Science Colloquium presents Professor Charles Bosk, sociology, on *The Chicago School and the Analysis of Medical Work* 4 p.m. at Seminar Room 107, Smith Hall.

Medieval Studies Group presents Birthe Kjollbye-Biddle assistant curator of European Archaeology, University Museum, on *The Cult of St. Swithun in Winchester from the 10th to 15th Centuries*, 4:30 p.m. at first floor Conference Room, Van Pelt Library.

Budget Seminar presented by Curtis R. Reitz, chairman of the Budget Committee, for all interested members of the University Community, 4:30 at the HSP Room, Houston Hall.

Language in Education Colloquium presents Bambi Schieffelin, assistant professor of education, on *Cultural Variation in Children's Conversations*, 7-8:30 p.m. at D-9 and 10, Education Building.

St. Mary's Church and Philadelphia Hospice Inc. present *How Do I Feel About Death?*, 7:30-10 p.m. at the Christian Association. Call 386-1530 to register.

February 24 Respiratory Physiology Seminar presents Dr. H. Herscovitz, microbiology department, Georgetown University School of Medicine, on *Immunological Functions of Alveolar Macrophages*, 12:30-1:30 p.m. at Physiology Library, 4th floor, Richards Building.

The Faculty Tea Club presents Dr. Vincent Cristofalo, acting director, Center for Study of Aging, on *Biology of Aging*, 1:30 p.m. at the Faculty Club.

Morris Arboretum presents *Integrated Pest Management*, 8 p.m. at Plymouth-Whitemarsh High School, Germantown Pike in Plymouth Meeting. For information: Ann Rhoads, Morris Arboretum, 247-5777.

February 25 Near East Lectures presents Dr. Ezat O. Negahban, visiting scholar from the Near East on Marlik, Haft Tepe, Zaghe and its Painted Building, 5:30 p.m. at Rainey Auditorium, University Museum.

GSFA presents Carl Steinitz, professor of landscape architecture and urban design, Harvard University, 8 p.m. at Alumni Hall, Towne Building.

February 26 South Asia Seminars presents Annemarie Schimmel, Harvard University, on *The Position of the Ismaelis in the Islamic Context*, 11 a.m.-12:30 p.m. at Classroom II, University Museum.

School of Medicine presents the 5th Robert G. Ravdin Memorial Lecture featuring Dr. Daniel Hadlock, president, National Hospice Organization, on *Hospice: Intensive Treatment with a Difference*, 4-5 p.m. at Medical Alumni Hall, HUP.

February 27 University Museum presents a Brown Bag Seminar featuring Robert Dyson, Thomas S. Gates, Professor, noon-1 p.m. at Ethnic Arts Gallery, University Museum.

Theatre

February 21 The Gallaudet College Theatre Touring Company performs *That Makes Two of Us*, a romantic comedy with sign language and narration, in Harold Prince Theatre at Annenberg Center, at 3 and 8 p.m.

February 27, 28 Orpheus Club presents *Jacques Brel is Alive and Well and Living in Paris* at Studio Theatre at Annenberg Center.

For performance times, ticket prices and further information on events, call Annenberg Center Box Office, Ext. 6791 or TTY Ext. 6994.

To list an event

Information for the weekly Almanac calendar should reach our office at 3533 Locust Walk at least one week before desired date of publication.

W.E.B. DuBois: Four Celebrations

Highlighting Black History Month at the University will be a cluster of events relating to W.E.B. DuBois, commemorating February 23, the anniversary of his birth.

- The dedication of DuBois College House will take place Saturday, February 21, at 3:30 p.m. with selections by the Fisk Jubilee Singers of Nashville, Tenn. The event is open to all.

- The following day begins a week-long W.E.B. DuBois Scholar-in-Residence Program featuring Dr. Walter J. Leonard, president of Fisk University, Dr. DuBois' alma mater.

- On Sunday, February 22, University President Sheldon Hackney and Acting Provost Louis A. Girifalco are hosts to a Commemorative Concert featuring the Fisk Jubilee Singers with dramatic readings by award-winning actress Cicely Tyson (right). The concert will be at 7:30 p.m. at Zellerbach Theatre in Annenberg Center. Call Ext. 4410 for tickets.

- Finally, the University will present a DuBois Enrichment Program/Centenary Year International Program called *The African Diaspora and Return: Cultural and Ideological Interactions*. The invitational roundtable (whose proceedings are scheduled for publication later) will bring together some of the country's leading authorities on diaspora—an emerging topic in the study of black history and culture, tracing two-way effects of migrations which began thousands of years before the European-Colonial slave trade.



'Sister Carrie' and Other Samples from the University Press

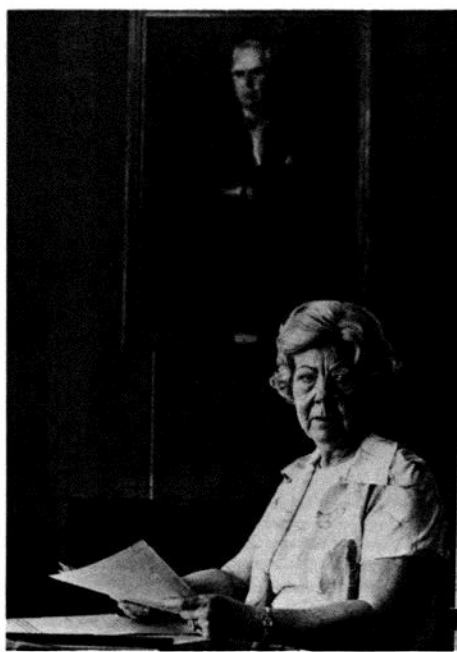
The number of books published annually by the University of Pennsylvania Press has almost doubled since December 1979, when Maurice English was appointed director of the Press. Among those in the Fall/Winter catalog:

The Pennsylvania Edition of Sister Carrie, by Theodore Dreiser, John C. Berkey and Alice M. Winters, historical editors; James L. W. West III, textual editor, and Neda Westlake*, general editor. With the restoration of 36,000 words and Dreiser's original ending, an American classic emerges as the author intended it: bleaker and more sexually explicit than the version readers have known for 80 years. March, 1981; \$29.95, cloth; \$12.95, paper.

Language Death, The Life Cycle of a Scottish Gaelic Dialect, by Nancy C. Dorian. The term "language death" is used to describe a social phenomenon and a linguistic process that result in the disappearance of a language, either by the extinction of its speakers or by a gradual shift to a different language. The fate of a dying language is followed and documented in detail. January, 1981; \$22.00, cloth; \$9.95, paper.

Women in American Religion, edited by Janet Wilson James. A collection of essays explores the many common elements of women's experience in church and temple, regardless of difference in faith. August, 1980; \$21.95, cloth; \$9.95, paper.

The Lord's Table, Eucharist and Passover in Early Christianity, by Gillian Feeley-Harnik. Focusing on the imagery of the last supper that became the basis of the Christian eucharist, *The Lord's Table* is a provocative study of Jewish-Gentile relations through symbolic rituals in the first century A.D. — and how a ritual now intrinsic to Christian life was once



Through her work, Neda Westlake has gained a realistic picture of Theodore Dreiser. A more conspicuous portrait hangs above her.

controversial and revolutionary. February, 1981; \$18.00.

The Passover Seder, Afikoman in Exile by Ruth Gruber Fredman. Through a detailed anthropological and symbolic analysis, Fredman shows why the Seder continues to be a fundamental part of the process by which Jewish society creates and defines itself. January, 1981; \$18.00.

The Lord's Table and *The Passover Seder* are new titles in the series on symbolic anthro-

pology, *Symbol and Culture*, edited by J. David Sapir, J. Christopher Crocker, Peter Metcalf, Michelle Zimbalist Rosaldo, and Renato Rosaldo.

The Ring of Dancers, Images of Faroese Culture (another new title in the *Symbol and Culture* series), by Jonathan Wylie and David Margolin. Scattered in the North Atlantic, 300 miles off Iceland and 400 miles off Norway lies an archipelago — the Faroe Islands. *The Ring of Dancers* is composed of a series of studies of aspects of Faroese life, language, and folkways. December, 1980; \$19.95.

Teenage Sexuality, Pregnancy, and Childbearing edited by Frank F. Furstenberg, Jr., Richard Lincoln and Jane Menken. Essays examine the social consequences of teenage childbearing for adolescent parents, their offspring, and their families. The book deals with historical trends in family formation and places early childbearing in the context of other demographic and social changes — including controversies surrounding contraception and abortion, and the problem of changing our social institutions to accommodate the realities of new sexual standards. December, 1980; \$22.95, cloth; \$10.50, paper.

Orthodontics, The State of the Art edited by Harry G. Barrer*. Proceedings of the 1978 International Orthodontic Conference, University of Pennsylvania School of Dental Medicine, Centennial Program brings together the research by leading scientists in a variety of disciplines. December, 1980; \$60.00.—M.F.M.

To order a Press catalog or book, contact the University of Pennsylvania Press, 3933 Walnut Street, or call Ext. 6261.

* Penn faculty or staff member.

C.G.S. Art Courses

Four 20th-century masters, American Impressionism and Cezanne will be the subjects of three non-credit art courses offered in the College of General Studies' Special Programs series this spring.

The unity and diversity of 20th century art will be analyzed in *Four Masters of the 20th Century*, a four-session course focusing on Pablo Picasso, Henri Matisse, Marcel Duchamp and Joan Miro.

Classes will be held Sundays, 3-4:30 p.m., starting March 8 at the Community Arts Center, 414 Plush Mill Road, Wallingford, Pa. The fee, which includes a wine and cheese reception after the final program, is \$50 for the general public and \$40 for center members.

A second course, *American Impressionism*, will explore the work of such native artists as James A. M. Whistler, John Twachtman and Childe Hassam and how they synthesized European elements into American themes.

The course, which is being offered in conjunction with the Pennsylvania Academy of Fine Arts, consists of four sessions. Classes will be held at the Academy, (Wednesdays, April 8 and 15, 6:30-8 p.m.) and at the Preston

Auditorium of Pennsylvania Hospital, (Wednesday, April 22, 6:30-8 p.m.).

The final session on April 29 will be an all-day bus trip to the National Collection of Fine Arts and the Corcoran Gallery in Washington, D.C. The cost of the trip is included in the \$75 course fee.

Paul Cezanne, a 19th-century French Impressionist, will be the subject of a two-part, non-credit course. Part one is a slide lecture on Thursday, April 2, 7-8:30 p.m. at the Penn campus. Part two is a gallery talk at the Philadelphia Museum of Art, which may be taken either on Friday, April 3, 10-11:30 a.m. or Saturday, April 4, 10-11:30 a.m. The \$20 course fee includes museum admission.

Also offered this spring are *Beginning Drawing* and *Beginning Photography*. *Beginning Drawing*: Mondays, 6:30-8:30 p.m., eight sessions, beginning March 9. Fee: \$80, plus art materials. *Beginning Photography*: Mondays, 7:30-9 p.m., six sessions starting April 6. Fee: \$70.

For additional information about these courses or a course brochure and registration form, write Special Programs C.G.S., 210 Logan Hall, or call Ext. 6479.

Winter Trees and Home Landscaping

Can you tell an oak from a maple after the leaves have fallen? Or have you ever wondered what tree has that beautiful bark you notice in winter? The Morris Arboretum of the University will present a class on *winter tree identification* beginning February 18.

Learn to identify trees by their bark, twigs, buds, and fruits — for these characteristics are as revealing as the foliage and flowers. Weather permitting, much of the class time will be spent outside at the 175-acre arboretum.

The course fee, \$16.50 for members, \$22 for non-members, includes Harlow's *Fruit and Twig Key*. The class will be held on February 18 and 25 from 10 a.m.-noon. For more information call the Arboretum at 247-5777.

Home landscape design and maintenance will be the subject of a six-session, non-credit course starting March 18. Paul W. Meyer, arboretum, teaches basic design and maintenance, and identifies the most useful trees and shrubs for home landscapes. For more information call CGS at Ext. 6479 or 6493.

DEATHS

Stanley M. Klimowicz, a junior at the Wharton School, died suddenly February 9. He would have been 20 years old February 11. Mr. Klimowicz came to the University in September 1978 and expected to graduate with a degree in economics in May 1982. He is survived by his parents Mr. and Mrs. Stanley W. Klimowicz.

Dr. Frederick William Luehring, a former director of the division of instruction, Department of Health and Physical Education, died February 1 at the age of 99. Dr. Luehring came to the University in 1931 as professor and assistant to the dean. He retired in 1953.

Dr. Luehring received his bachelor's degree in philosophy from North Central College, Naperville, Illinois in 1905. He played football, basketball and water polo; he was captain of the football team. He received a master's degree in philosophy from the University of Chicago in 1906. While at Chicago, he played football for coach Amos Alonzo Stagg when the forward pass was first being developed. Dr. Luehring earned his Ph.D. from Columbia University in 1939; his dissertation, *Swimming Pool Standards*, was a notable reference book in the field for many years.

He was the director of physical education and athletics at Ripon College in Wisconsin where he also taught sociology and history until 1910. He then accepted a fellowship in business administration at the University of Chicago. After that he became assistant professor and associate director of athletics at Princeton University. He became Princeton's first basketball head coach, and also coached their water polo team to the intercollegiate championship in 1919. In 1920 he became the director of the department of physical education and athletics at the University of Nebraska. After two years he served as professor and director of athletics at University of Minnesota until coming to Penn in 1931.

His interest in swimming brought him into early association with the Olympic Games. He attended the 1904 Olympics in St. Louis; he became secretary of the American Olympic Swimming Committee for the 1932 games in Los Angeles, and was a member of the American Olympic Executive Committee. He became chairman of the committee for the 1936 games in Berlin.

While in Minnesota, during the 1920s he became a leader in the summer camp move-

ment in the United States and he founded many summer camps for children, several of which are still in operation. He completed the Appalachian Trail in 1963, at the age of 81 and participated in many hiking clubs. He was admitted to the International Swimming Hall of Fame in 1972 and was made an ISHF honoree in 1975.

Dr. Luehring was a member of Phi Delta Kappa, Phi Epsilon Kappa and Kappa Delta Phi fraternities; past grand master of Masonic Lodge 51 in Philadelphia, and has been listed in *Who's Who in America* since 1936. He is survived by his daughter and son, four grandchildren and three great-grandchildren.

Memorial for Dr. Moulton

There will be a memorial service for the late **Dr. David Moulton**, associate professor of physiology, on February 20 at 4 p.m. in Lecture Room D, first floor of Old Medical School Building. The service is being sponsored by the Physiology Department, the Clinical Smell and Taste Center and the Institute of Neurological Sciences. Dr. Moulton died January 25 at the age of 52.

OPPORTUNITIES

Listings are condensed from the personnel bulletin of February 9, and therefore **cannot be considered official**. Some positions may no longer be available. New listings are posted Mondays on personnel bulletin boards.

Anatomy-Chemistry Building: near Room 358;
Centenary Hall: lobby;
College Hall: first floor;
Dental School: first floor;
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;
Lögan Hall: first floor, near Room 117;
LRSM: first floor, opposite elevator;
Richards Building: first floor, near mailroom;
Rittenhouse Lab: east staircase, second floor;
Social Work/Caster Building: first floor;
Towne Building: mezzanine lobby;
Van Pelt Library: ask for copy at Reference Desk;
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

Accountant I (3583) \$11,400-\$15,800.
Administrative Assistant to the Director (B0837) \$11,400-\$15,800.
Applications Programmer Analyst I \$14,200-\$19,625.
Applications Programmer II (3697) \$16,325-\$22,600.
Assistant Director (3347).
Assistant Director, SEO (3705) \$14,200-\$19,625.
Assistant Treasurer (3620).
Assistant Vice President for Budget and Finance.
Associate Development Officer III (2 positions) (3653).
Associate Director for Administration (3394) \$16,325-\$22,600.
Associate Director, Operations (3742).
Associate Editor (B0791) \$14,200-\$19,625.
Business Administrator I (B0875) \$11,400-\$15,800.
Business Administrator II (3645) \$12,375-\$17,425.

Business Administrator III (3721) \$14,200-\$19,625.
Data Communications Administrator (2959) \$16,325-\$22,600.
Data Entry Supervisor (B0857) \$14,200-\$19,625.
Director, Admissions Data Systems (3569) \$16,325-\$22,600.
Director, University Bookstore (3650).
Environmental Safety Officer.
Junior Research Specialist (2 positions) (B0832) (B0866) \$11,400-\$15,800.
Labor Relations Assistant (3704) \$12,375-\$17,425.
Manager, Payroll Operations (3651) \$14,200-\$19,625.
Office Manager (B0873) \$11,400-\$15,800.
Research Coordinator (B0807) \$14,200-\$19,625.
Research Specialist I (4 positions) \$12,375-\$17,425.
Research Specialist II (3717) \$14,200-\$19,625.
Research Specialist III (2 positions) \$16,325-\$22,600.
Senior Programmer Analyst.
Senior Research Coordinator (3 positions) \$16,325-\$22,600.
Treasurer (3619).
Vice-Dean, Law School (3434).
Writer II (3536) \$12,375-\$17,425.

Support Staff

Administrative Assistant I (3 positions) \$8,775-\$10,850.
Administrative Assistant II (3706) \$9,400-\$11,675.
Animal Technician (B0864) Union wages.
Assistant Cashier (3689) \$7,200-\$8,750.
Bookstore Clerk I (3349) \$6,725-\$8,175.
Buyer I (3687) \$8,825-\$10,875.
Cashier, Assistant (3681) \$7,700-\$9,425.
Clerk I (4 positions) \$6,325-\$7,625.
Clerk III (3733) \$7,700-\$8,750.
Clerk IV (3652) \$8,250-\$10,150.
Coordinator Assistant II (03197) \$10,700-\$13,450.
Data Control Coordinator (B0822) \$10,025-\$12,400.
Editorial Assistant (B0868) \$8,775-\$10,850.
Electron Technician I (B0399) \$9,600-\$11,700.
Electron Microscope Technician I \$9,600-\$11,700.
Helper (3674) Union wages.
Herdman (B0846) \$9,600-\$11,700.
Histology Technician II (3664) \$10,700-\$13,125.
Junior Accountant (B0787) \$8,775-\$10,850.
Keypunch Operator (B0849) \$7,700-\$9,425.
Limited Service Secretary (3523) Hourly wages.
Maintenance Engineer (2 positions) \$11,400-\$14,875.
Operator, MTSC (3481) \$8,775-\$10,850.

Pipefitter (3700) Union wages.
Plumber (3697) Union wages.
Programmer I (3727) \$10,025-\$12,525.
Project Budget Assistant (B0871) \$8,775-\$10,850.
Psychology Technician I (2 positions) \$10,700-\$13,125.
Receptionist (3642) \$6,725-\$8,175.
Receptionist II (3665) \$8,250-\$10,150.
Receptionist III (2 positions) \$8,775-\$10,850.
Research Bibliographer I (3718) \$8,775-\$10,850.
Research Laboratory Technician I \$9,775-\$11,875.
Research Laboratory Technician II (5 positions) \$9,600-\$11,700.
Research Laboratory Technician III (15 positions) \$10,700-\$13,125.
Residence Hall Clerk (3684) \$8,250-\$10,150.
Secretary II (3 positions) \$7,700-\$9,425.
Secretary III (17 positions) \$8,775-\$10,850.
Secretary IV (B0827) \$9,400-\$11,625.
Secretary, Medical/Technical (6 positions) \$7,775-\$10,850.
Senior Admissions Assistant (3581) \$9,400-\$11,675.
Steam Operator (3575) Union wages.
Store Cashier (3735) \$6,325-\$7,625.
Supervisor, Mechanical Systems \$15,375-\$19,025.

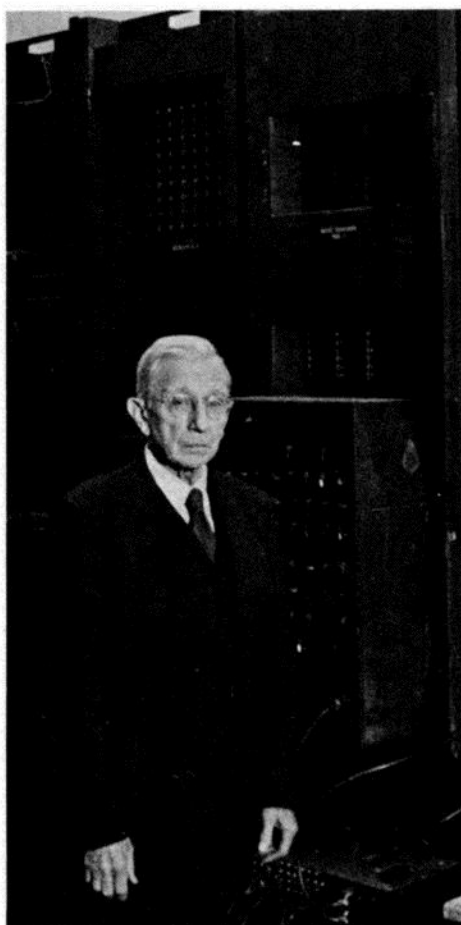
Part-time Positions

Administrative/Professional

Nurse (B0706) Hourly wages.
Programmer Analyst I (B0652) Hourly wages.
Programmer Analyst II (B0876) Hourly wages.
Physician (2 positions) (B0525) (B0526).
Research Assistant (3726) Hourly wages.
Financial Aid Assistant (3680) Hourly wages.
Grievance Commission Assistant (3688) Hourly wages.

Support Staff

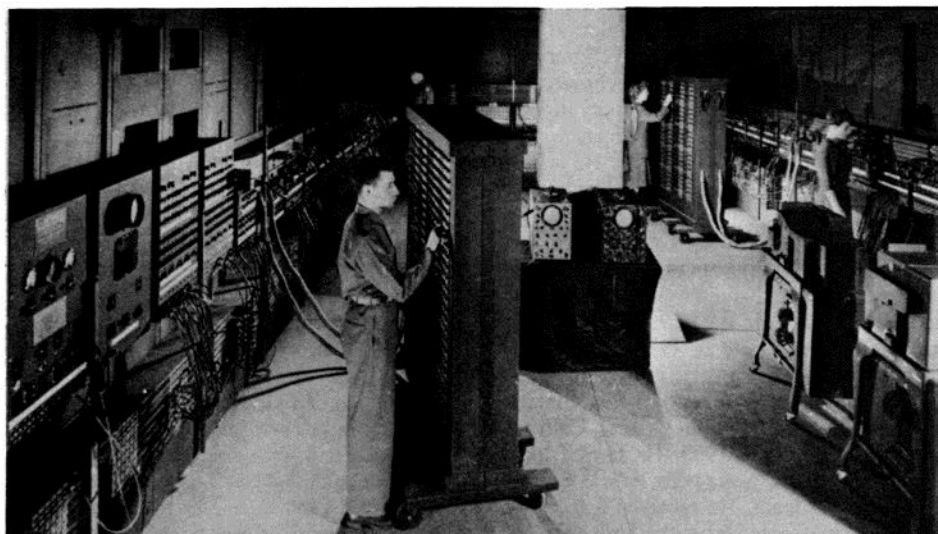
Animal Technician (B0818) Hourly wages.
Employee (2 positions) (B0845) (3714) Hourly wages.
Extra Person (2 positions) (3639) (3459) Hourly wages.
Junior Accountant (B0741) Hourly wages.
Laboratory Assistant (B0766) Hourly wages.
Manuscript Typist (B0767) Hourly wages.
Office Help (3464) Hourly wages.
Secretary (8 positions) Hourly wages.
Secretary, Medical/Technical (B0780) Hourly wages.
Technician (B0835) Hourly wages.
Typist (B0810) Hourly wages.



When ENIAC was unveiled to the public on February 15, 1946, its 18,000 vacuum tubes filled a room 30 x 50 feet (above, right).

Dr. John G. Brainerd (top) stood for a portrait with some of ENIAC's parts brought out of mothballs for Sunday's demonstration.

FAS's new IBM 4341 takes barely as much space in DRL's basement as a grand piano. The photo above shows Dean Robert H. Dyson at the terminal recently installed in Harrison House for students' convenience.



ENIAC and What Came After

The machine that opened the age of the computer, ENIAC, turned 35 on Sunday.

To celebrate, the Moore School of Penn's College of Engineering and Applied Sciences staged a demonstration which helped show just how far electronic computing has come in a little over a third of a century.

Side by side with sections of the original ENIAC, students compared the marathon hand calculations that preceded ENIAC; the capacity of ENIAC itself in 1946; and the small miracle of today's home computer. One test used for comparison was the squaring of all integers from one to 10,000—once a monstrous hand labor which ENIAC could do in what was the then unbelievably short time of six seconds (that is, after hours of plugging cords into panels and setting hundreds of rotary switches). Today the task can be done in 1.6 seconds by typing in one sentence in a simplified program language called APL.

On hand for the celebration was the only member of the original ENIAC team who now remains at Penn, Dr. John G. Brainerd. He was administrator in charge when Professors J. Presper Eckert, Jr. and John W. Mauchly began their U.S. Army contract to develop the first all-electronic, large-scale digital computer—to aim artillery shells. The knowledge gained in building ENIAC was quickly applied to other kinds of calculations after World War II, notably for business applications, and the team's leaders went on to found UNIVAC while Dr. Brainerd remained to become, in later years, director of the Moore School and now University Professor.

What ENIAC bred goes far beyond business today. Although the computer underlies University operations in payroll, library circulation, record-keeping of tuition, admissions, alumni and corporate gifts, it also makes possible a host of more sophisticated uses that have helped change teaching and research.

From on-line literature searches in the libraries to the editing and print-out of their own term papers or grant proposals, both students and faculty now cut through hours of labor.

In chemistry, a computer draws pictures of compounds that have been synthesized in Penn laboratories, and catalogues the myriad of new compounds already synthesized—along with methods chemists have used to achieve the synthesis.

Linguistics, psychology and engineering combine, under a Sloan Foundation grant, to explore basic linkages in the cognitive sciences—and in the meantime "teach" the computer to recognize scenes, to deal more easily with natural language and in general to get along better with people.

In defiance of Snow's conception of humanists as the more limited of the two cultures, FAS faculty uses computers including a new IBM 4341—the first computer of its kind to be installed in an academic environment—to help catalogue musical themes of famous composers, sort out the intricacies of Black English, and to produce concordances of Biblical texts.

Students at the Wharton School can even tune in the news at their terminals: the DEC-10, through a national network of computers, supplies text from *The New York Times* and the wire services. Both *The Daily Pennsylvanian* and the Publications Office set type on the computer, changing sizes and styles with the push of a button at a fraction of the cost once attached to making black marks on white paper.

The list is too long to tabulate, and it changes daily as inventive minds press the computer to do more, know more, help more. In stressing "general purpose" for the first electronic digital computer that the Army wanted for artillery, the ENIAC team from Penn set up a chain of events for which the end is not yet in sight.

—Max A. Lebow, News Bureau

ALMANAC February 17, 1981