

Almanac

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WEFA: Before and After the Sale

On June 5, 1980, the University made an agreement of sale with the Ziff-Davis Publishing Company, making the University's not-for-profit Wharton Economic Forecasting Associates a commercial subsidiary of the New York firm.

At the same time, the buyer made provisions for the founding and ten-year support of an academic research institute in the economics department of FAS. Two *Speaking Out* letters in this issue (pp. 4-5) discuss questions rising out of the provisions for the institute. As for WEFA, and the impact of the sale:

Wharton EFA was founded in 1969 as a not-for-profit corporation wholly owned by the University, with Dr. Lawrence Klein as chairman of an autonomous board under the Trustees. It grew out of the early sixties' Econometric Forecasting Unit at the University which had developed the Wharton model for quarterly forecasts of the U.S. economy, and went on to a longer-term U.S. forecasts, a specialized U.S. agricultural model, a world model covering 37 countries, and a world exchange rate model. More recently, WEFA developed models also for Brazil and Mexico, and for the planned economies of Eastern bloc nations, the Soviet Union and the People's Republic of China. It has under development models for the Pacific Basin economies and the Middle East. It was also a pioneer in developing time-sharing services for access to data bases, statistical methods, and model simulation.

WEFA found its market among the "Fortune

500" corporations, large banks, federal agencies, state governments and, to some extent, other universities. (Clients subscribe to forecasting services, or make their own assumptions and test them on WEFA models.)

Known for the quality and integrity of its models and forecasts, WEFA also had known shortcomings in the "user friendliness" of its software, however, which tended to restrict it to sophisticated users, according to its president, Dr. Lee Morris. Its only two competitors (Data Resources Inc. of Lexington, Mass., and Chase Econometrics, a subsidiary of Chase Manhattan) also had extensive field marketing WEFA could not match. "We were not-for-profit — with all of the capital funding problems that implies — competing against for-profit firms in the same market, sometimes serving the same clients," Dr. Morris said.

As part of the purchase Ziff-Davis provided for software improvements to broaden the client base, and for setting up field offices where there had been minimal representation or none. Field offices are now in New York, Washington, Chicago and San Francisco, and planned for Boston and Mexico City.

Within the year, WEFA had added almost a dozen additional high-level Ph.D. researchers as well as field staff (for a total staff growth from 110 to 170) and had become, as a board member put it, "a viable enterprise in an increasingly competitive market."

Task Force on Federal Budget Cuts

A task force of administrators expert in the various aspects of the University's federally-assisted activities will be created this week by President Sheldon Hackney. After the federal line-item administrative budget becomes available (expected March 10), the task force will analyze the likely line-item impacts on the University of the various cuts proposed by President Reagan. Included are impacts on research and training grants, student aid, miscellaneous other federal funds, and Commonwealth aid (derived from reduced federal aid to the Commonwealth).

The task force will be chaired by Dr. James A. Spady, director of the Office of the President. Members will include representatives of the major central administration offices involved, as well as representatives of the Schools and other research centers.

The reporting date of the task force will be rolling. If the federal line item data is available March 10, the task force will be expected to give a preliminary report by March 20, and a detailed report by April 1. The purpose of the reports will be to alert the affected portions of the University about possible future federal revenue losses, so that compensatory action can be planned as soon as possible.

FY '82 Budget: \$9.5M Gap

Last week, Acting Provost Louis A. Girifalco reported a \$9.5 million negative variance in the first-round budget, with \$2 million to \$4.5 million of it serious enough to decrease "services, functions or programs." The figure changes as new information is developed. (See his text on page 2.)

In Case of SEPTA Strike

As in the past, Penn's Office of Transportation is forming emergency plans in case SEPTA workers vote a strike at mid-month; details next week, or in an interim *Almanac* Quicksheet if a strike is called between regular issues. Those who depend on public transportation are urged to make contingency plans for car-pools.

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Bruce Rosenblum



Chairing the Reapportionment

Law School Dean James O. Freedman has been named to chair the committee that will realign Pennsylvania's 253 districts in the light of new data produced by the 1980 U.S. Census.

Dean Freedman, a democrat, was chosen by the bipartisan group which comprises the committee — Senate's Republican Leader Robert Jubelirer and Democratic Leader Edward Zemprelli, and the House's Minority Whip James Mandarino (R) and Floor Leader Samuel Hayes (D). Under constitutional deadlines they must complete the work in a few months, but Dean Freedman will not be on leave. He continues to serve also on the city Ethics Board reactivated in December by Mayor Green.

For the reapportionment task ten years ago, 1971 bipartisan leaders chose Dr. A. Leo Levin, also of the Law School, now director of the Federal Judicial Center in Washington and still teaching here.

Budget '82: A Status Report

A stage has been reached in the process of constructing the budget for FY '82 that permits an estimate to be made of the financial problem facing us. After the first response of deans and directors to the inertial budget, the calculated excess of expense over revenue was \$9.5 million. This defines the first round negative variance. It is important to note that this variance is just the result of the first analysis presented to the administration of the needs and aspirations of those responsible for the administration of the budgets.

The first round variance is always negative, because the requests and aspiration always exceed the available funds. The variance this year, however, is larger than usual. The major reasons for this are:

- our state appropriations are not increasing and therefore not keeping pace with inflation;
- energy costs are increasing rapidly, and in spite of conservation are expected to be up by 25 percent next year;
- restricted funds for financial aid are decreasing, and our commitments require that these made up by increases in the unrestricted budget;
- in general, our revenues are not increasing sufficiently to match the inflationary increase in costs.

In dealing with this variance, it is important to determine (I) how much of it can be eliminated without serious changes in the University, and (II) how much of it requires actual decreases in services, functions or programs. I have therefore divided the variance into two parts: Type I and Type II. These, of course, are relative. Even eliminating the Type I portion requires careful analysis and wise decisions, but these are of the sort that we have been able to handle in recent years.

In my opinion, the Type II part of the negative variance is somewhere between \$2 million and \$4.5 million. A more accurate estimate cannot be made at this time because of uncertainties in external factors such as state appropriations and federal capitation grants.

As the budget process continues, these numbers will become more accurate and they will change. With the help of the deans, directors and vice presidents, we are seeking ways of decreasing the Type II variance through energy savings, wiser space utilization, increased administrative efficiency and increased revenues. It is likely, however, that a Type II portion will remain, and serious actions will have to be taken to eliminate this variance.

In addressing both the Type I and Type II parts of the variance, we adopt the position that academic priorities are paramount, and that everything we do must support the academic process directly or indirectly. Our job is to find that practical balance among the various financial needs that best maintains and enhances our overall academic strength. To do this, it is necessary that those who consider the budget with specific interests in mind, do so not only with respect to their own needs and responsibilities, but also in the context of the University as a whole.

It must be emphasized that no official decisions on the size of specific budgets in the Schools and Centers have yet been made. Such decisions would be premature. The projected variance changes as more information is developed, and firm decisions should not be made until we know more. The budget process is working, and at an appropriate later stage, I will report again on its status.

—Louis A. Girifalco
Acting Provost

Provost's Search: Call for Nominations

The Consultative Committee on the Selection of a Provost reminds that nominations or applications for the position, with supporting documents, must be sent by *Tuesday, March 10*, to the chairman, *Professor Irving B. Kravis*, in care of the Office of the Secretary, 121 College Hall/CO. Members of the University also make formal or informal suggestions to:

Jacob M. Abel, associate professor and chairman of mechanical engineering
Diana L. Bucolo, FAS '83
Dr. Peter A. Cassileth, professor of hematology-oncology
Helen C. Davies, associate professor of microbiology
Irwin Friend, Edward J. Hopkinson Professor of Finance and Economics
Henry B. Hansmann, assistant professor of law
Robert F. Lucid, professor and chairman of English
Larry Masuoka, Dental '83
George Rochberg, Annenberg Professor of Humanities and Composer in Residence
Rosemary A. Stevens, professor and chairman of history and sociology of science
Samuel Sylvester, associate professor of social work

As chief academic officer of the University, the provost is responsible for educational programs, research, faculty appointments, the library and other academic support services, and student life. In the absence of the president, the provost serves as acting president. Candidates should have a record of distinguished scholarship or scholarly professional achievement; academic administrative experience is preferred.

The charge given to the committee by President Sheldon Hackney suggests that the search focus upon internal candidates without precluding consideration of unusually qualified external candidates.

COUNCIL

Trustee Liaison: March 11

Action on the revision of Council By-Laws, and discussion of the system of faculty and student liaison with Trustee committees, are the major scheduled items for University Council's March 11 meeting at 4 p.m. in the Council Room at Furness Building.

At present, each of the Trustees' seven standing committees has one faculty member and one student, with the exception of the Student Life Committee, which has two students.

The committees, their Trustee chairs and their faculty and student liaison members are:

Academic Policy (Dr. Carl Kayson):

Dr. Barbara Lowery; Amy Lyman.

Budget and Finance (John W. Eckman):

Dr. Irving Kravis; Steve Marmon.

External Affairs (Dr. Jacqueline Wexler):

Dr. Marvin Wolfgang; Philip Carlson.

Facilities and Campus Planning (Walter

Arader); Dr. James C. Saunders;

Scott Bok.

Resources (Reginald Jones): *Dr. Peter Conn;*

John Nelson.

Student Life (Margaret Mainwaring):

Dr. Richard Clelland; Christopher Furlan

and Cheryl Saban.

University Reponsibility (Richard Brown):

Dr. Jean Crockett; Michael Sigmund.

Trustees Executive Board

The Trustees Executive Board will meet Thursday, March 19, at 3 p.m. in the Club Room of the Faculty Club. Observers must register in advance with the Secretary of the University, Ext. 7005.

Spring Break in Publication

There will be no *Almanac* March 17 as the budget pauses for Spring Break. Staff will be on duty during the break, accepting copy for the March 24 issue (deadlines *March 17* for articles and calendar items, or *March 19* for *Speaking Out* letters).

Corrections

The final exam period for spring 1982 will be *April 29-May 7*, not *April 19-May 7* as mistyped in the Academic Calendar published February 10.

The photograph of Dr. Neda Westlake in the February 17 issue was taken by *Dianne Feltoon* rather than *Bruce Rosenblum*.

Professor Robert H. Mundheim is *University Professor of Law and Finance*, not *Fred Carr Professor of Law* as shown in University telephone directory and in our January 27 issue. —K.C.G.

Almanac 3533 Locust Walk/CQ
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At last week's budget seminar, Budget Committee Chairman Curtis Reitz and Vice President for Budget and Finance Jon Strauss set out to explain the dynamics of the University budgeting process. They distributed the figures below, showing actual performance for FYs 1978, 1979 and 1980, and the current year's submitted budget. In this format prepared by John Pyne, revenue is divided into two categories—"endogenous" and "exogenous" (roughly, inside and outside sources). Within each of those categories some of the revenue is "designated"—effectively restricted (by the source) to certain uses so that it cannot be moved around to offset shortages elsewhere. Professor Reitz, a former provost of the University, said a key problem in understanding the budget each year is the failure to relate "the dynamics of

what is happening inside the University to what is happening outside." Relating tuition increases to inflation levels, Penn has generally taken a figure well below inflation as measured by the Consumer Price Index. At the same time, the University is so labor intensive (roughly 60 percent of the total operating budget goes to people) that for the last four years it has had to let compensation fall behind the general economy in order to get through the heavy inflation while keeping the tuition increase down. "For the past few years, then, faculty and staff have been effectively subsidizing students." On the expense side, externals again limit the University's internal mobility: some hard costs will not readily yield, as when energy costs doubled, from \$7.8 million to \$14.5 million in four years.

A Four Year Comparison of Income and Expense by major category (in million \$)

REVENUE	1977-1978 Actual		1978-1979 Actual		1979-1980 Actual		1980-1981 Submitted Budget	
	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted
Endogenous (Influenced Internally)	75.3	.5	84.5	.5	93.1	.6	106.1	
Tuition-Undergraduate	38.2	.3	41.8	.3	45.5	.3	52.0	
Grad/Professional	31.7	.2	36.4	.2	40.1	.3	45.7	
Special	.4	—	.6	—	.8	—	.6	
Special Fees	5.0	—	5.7	—	6.7	—	7.8	
Endogenous (Designated)	50.1	83.4	54.9	97.4	66.4	115.1	74.2	
Indirect Cost Recoveries	17.2	—	16.6	—	20.7	—	25.8	
Auxiliary Enterprises Sales	18.1	—	19.3	—	22.4	—	25.7	
H.U.P. Sales	—	77.2	—	87.8	—	103.9	—	
Sales/Miscellaneous Income	8.0	6.2	11.0	9.6	14.1	11.2	13.2	
Space	6.8	—	8.0	—	9.2	—	9.5	
Exogenous (Influenced Externally)	15.2	—	17.3	—	17.2	—	15.8	
Commonwealth	10.4	—	10.9	—	11.1	—	11.4	
Investments	4.4	—	4.9	—	6.1	—	4.4	
Miscellaneous Income	.4	—	1.5	—	—	—	—	
Exogenous (Designated)	12.1	76.8	13.4	83.1	13.9	99.3	13.7	
Special State Appropriations	6.0	—	7.4	—	8.2	—	8.5	
Gifts	4.2	9.1	3.9	7.9	3.8	9.2	4.2	
Investments	—	5.2	—	6.0	—	7.1	—	
Grants	1.9	49.4	2.1	54.7	1.9	66.2	1.0	
Scholarships	—	13.1	—	14.5	—	16.8	—	
Group Practice Income	—	15.1	—	23.1	—	32.4	—	
Application of Reserves	2.1	—	2.6	—	3.3	—	—	
Rollforward	1.9	—	2.1	—	1.4	—	—	
Graduate Hospital	.1	—	.1	—	.1	—	—	
Nonrecurring Items	—	—	—	—	1.5	—	—	
New Residences	.1	—	.4	—	.3	—	—	
TOTAL	154.8	175.8	172.7	204.1	193.9	247.4	209.8	
TOTAL REVENUES (Unrestricted and Restricted)		330.6		376.8		441.3		

EXPENDITURES	1977-1978 Actual		1978-1979 Actual		1979-1980 Actual		1980-1981 Submitted Budgets*	
	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted
Academic Salaries	33.7	19.8	35.5	21.6	38.9	25.1	44.6 +	26.7
Staff Salaries:	20.3	51.6	21.5	58.7	24.4	65.9	—	—
Health Affairs	5.8	10.0	5.9	10.8	7.2	11.8	8.3	—
Other Schools	6.1	4.8	6.8	5.2	7.7	6.0	8.5	—
Resource Centers	5.1	1.5	5.3	1.3	5.8	1.6	5.9	—
Auxiliary Enterprises	3.3	.4	3.5	.5	3.7	.4	4.0†	—
HUP	—	34.9	—	40.9	—	46.1	—	—
Administrative Service Centers	16.3	.1	19.5	.1	20.6	.1	21.6	—
Employee Benefits	15.9	14.4	19.7	17.4	21.3	17.0	9.9	23.5
Student Aid	10.8	13.4	11.7	14.7	11.5	17.0	4.0	13.9
Undergraduate	7.8	8.8	8.4	9.2	8.4	11.0	—	—
Grad/Professional	3.0	4.6	3.3	5.5	3.1	6.0	—	—
Current Expense/Equipment	21.9	52.2	25.4	58.3	32.5	79.4	31.6	—
Health Affairs	4.4	11.1	5.6	13.0	9.3	19.3	8.7	—
Other Schools	5.4	8.2	6.5	8.5	7.7	12.6	6.2	—
Resource Centers	4.1	2.8	4.6	3.4	4.7	4.5	5.0	—
Auxiliary Enterprises	8.0	1.2	8.7	1.5	10.8	1.0	11.7	—
HUP	—	28.9	—	31.9	—	42.0	—	—
Administrative Service Centers	8.8	1.5	7.4	2.5	8.5	.7	10.5	—
Group Practices	—	14.6	—	22.6	—	32.0	—	—
Utilities	7.8	3.0	8.4	3.3	11.3	4.9	14.5	—
Auxiliary Enterprises	2.1	—	2.2	—	3.0	—	4.1	—
Others	5.7	—	6.2	—	8.3	—	10.4	—
HUP	—	3.0	—	3.3	—	4.9	—	—
Interest, Insurance, Taxes, Etc.	11.4	3.0	11.4	3.3	11.5	3.6	12.2	—
PHEFA	3.1	—	3.1	—	3.1	—	3.1	—
Other	8.3	—	8.3	—	8.4	—	9.1	—
HUP	—	3.0	—	3.3	—	3.6	—	—
Space	7.3	—	8.7	—	10.0	—	10.5	—
Total	154.2	327.8	169.2	371.7	190.5	245.7	209.6	
TOTAL EXPENDITURES (Unrestricted and Restricted)								

*Recast to Reflect Accounting System +2.7 show as limited service-staff in budgets †2.1 show as Auxiliary Enterprise current expense in budgets.

EPC and WEFA

On Friday, February 20, a front-page story in *The Daily Pennsylvanian* ("Faculty Angry Over WEFA Agreement") aired the difficulties raised by the Educational Planning Committee and others concerning an agreement signed between the University and Ziff-Davis Publishing Company regarding the proposed WEFA Economic Research Institute.

The agreement was signed on June 5, 1980, before faculty advice had been secured. When EPC reviewed the arrangement, it found substantive problems which could have been avoided by prior review: provisions in the contract which in our judgment violate University regulations on the individual author's right to publish his work, and financial arrangements which seem not to be in the University's best interests.

Since the actual establishment of the institute awaits administrative approval, and because of the excellent cooperation of Professor Paul Taubman as chairman of the economics department, I believe there is good hope that most of the offending passages can be rewritten satisfactorily, even after the fact. Belatedly, then, the orderly review that EPC is charged to conduct in the best interests of the University and the faculty will have a constructive effect.

Those who read the *D.P.* story, however, might infer that "angry" faculty members approached the newspaper in some less orderly fashion. Obviously someone did convey to the *D.P.*—in an alarmist way—the substance of negotiations under way. I want to say emphatically that neither I nor the others who have been directly involved in exploring the difficulties would ever have commented on such delicate matters while their resolution was in process and when public disclosure might endanger an agreeable outcome.

More distressing is any reading of the article as criticism of Professor Lawrence Klein and his colleagues. My main reason for speaking publicly now is to express regret over the embarrassment inevitably caused to them. This entire community acknowledges Lawrence Klein's altogether extraordinary achievements, and should know of the generosity he has shown toward the University. His colleagues remind me that he never turned Wharton Econometrics into a giant money-making machine for its director, as has happened in similar academic ventures elsewhere. Moreover, the University, even under the terms of the original agreement, undoubtedly gained substantial benefit from the sale of WEFA.

I also think it would be ungrateful and unjust not to say for the record that there was no intention on the part of those who drew up the original document to infringe authors' rights.

Dr. Klein may be right that the provisions as originally drawn might not have interfered with anyone's research. The purpose of EPC's action, however, is to ensure that the letter of the agreement matches the spirit, and to bring the document itself into line with University policy.

The entire incident illustrates the need for routine faculty review, early enough in the process to prevent such embarrassments to the University, the faculty, or other parties to academic agreements. It is in that spirit that the EPC conducted this review, asserts the need for such review, and sets out to establish language

and procedures for all such reviews in the future.

—David J. DeLaura, Chairman
Educational Planning Committee

Gregorian on WEFA

For the sake of the historical record, and to clear up some misapprehensions, I wish to provide a summary of events surrounding the WEFA agreement's development and review.

In my opinion the agreement does not present any difficulties that are not internal and could not be surmounted. Everyone concerned did the best possible job in the light of the information available at each decision point:

On March 20, 1980, the Trustees Executive Board agreed in principle to the sale of Wharton Econometric Forecasting Associates and authorized the proper officers of the University to negotiate a detailed agreement with the Ziff-Davis Publishing Company. This action followed five months of intensive and sensitive discussion, including the examination of competitive offers — under conditions of strict confidentiality as such negotiations must be — by four persons who acted throughout in the best interests of the University. They were Julian Bers and Sam Ballam of the Trustees; Vice President Jon Strauss; and Lee Morris, president of WEFA. (For those not familiar with the background, WEFA was founded by Professor Lawrence Klein as a not-for-profit corporation with an autonomous board under the Trustees of the University.) During the five months' discussions the negotiators took pains to consult with Drs. Klein, Gerard Adams, Irving Kravis and Paul Taubman. All of them were on the WEFA board and Dr. Taubman was and is chair of the economics department.

By mid-May the agreement was approaching suitable form for review. Dr. Taubman, a former Senate chair who had also headed the EPC at one time, naturally was cognizant that the establishment of an institute would require review by the EPC under University policy which both Eliot Stellar and I had as provosts upheld. He informally approached EPC's chair, Dr. David DeLaura, and found that EPC was in the throes of emergency meetings on matters presented to them very late in the term, as well as facing the normal summer dispersal of faculty and student members. On Dr. Taubman's assurance that the review could hold until fall, Dr. DeLaura and his committee continued with their pressing work in May.

During subsequent refinement of the sale agreement that he signed on June 5, Dr. Strauss continue to consult Dr. Klein and Dr. Taubman, who in turn was in touch with Dean Robert Dyson of FAS.

Since all parties continued to refer to the institute that was provided for in the sale agreement as "the proposed institute," it is clear to me that they still anticipated review by the EPC in line with University regulations. With hindsight one can also posit that while the sale agreement and the provisions for an institute were treated as a unit on the one hand, the fact that the institute was not yet established (but only provided for) in the agreement meant that others saw this, on the other hand, as a two-stage process with internal regulations regarding institutes to be satisfied in the second stage.

On July 16 Dean Dyson wrote to me to say that with some modifications he was satisfied with the proposal, and to request formal submission of the proposal to EPC.

On July 23, I forwarded Dean Dyson's letter to the chief negotiator, Dr. Strauss, saying that "since I have not been privy to the conditions of the WEFA sale," I would like his advice on how we should proceed with Dean Dyson's proposal. (Although I was, along with Dr. Dyson, an ex-officio member of the WEFA board, the negotiations had properly been kept to a small circle of those designated by the Trustees from the ranks of the WEFA board.)

Dr. Strauss responded on July 29, sending me a copy of the June 5 final sale agreement and noting that he had consulted Drs. Klein and Taubman before signing it. He also specifically asked if EPC had been "requested to review the proposal."

Informally it had, by Dr. Taubman in May. As the EPC prepared to reassemble in September, however, I supplied a formal request on September 23.

My direct involvement ends there, but it is my understanding that Dr. DeLaura promptly assigned a subcommittee, and later a second one, and that when their studies produced questions they set out to resolve them through appropriate, confidential discussion via Dr. Taubman. These consultations were in progress when there was a violation of confidentiality which produced headlines in the campus press.

I believe there will be no breach of confidentiality if I add three personal reflections on this matter:

1. As provost I supported the sale of WEFA as a venture, and the concept of establishing the proposed economics research institute. I felt it highly appropriate to have this internal asset more fully developed, and the work of the faculty enhanced, with new capital from outside — which the University could not supply internally without deeply encroaching upon other academic priorities. The terms of the sale included an investment by Ziff-Davis which is beneficial to the University and its faculty.

2. I know William Ziff well. He is a man of intellectual values as well as entrepreneurial genius. He holds a Ph.D. in philology; his standards are impeccable; and he honors the standards by which distinguished scholars live — including the essential condition of academic freedom. Whatever legal and technical ambiguities may be at issue in the agreement, it does and will safeguard academic control over quality and the right of academics to disseminate new knowledge. Larry Klein, Irving Kravis, Paul Taubman and Jerry Adams, too, are known for their defense of academic freedom and of the welfare of economics as a discipline.

3. I believe that all of the questions now under discussion, both substantive and procedural, stem from understandable causes. Not all can be discussed at this time but none, in my opinion, was prompted by any attempt, either direct or indirect, to undermine the consultative process. There is a very great difference between slippage in a complex round of consultations and the subversion of the consultation process itself. It is my belief that even the possible slippages in this incident occurred in an effort to combine proper confidentiality

with the need for timely decision-making aimed at preserving the stability of WEFA as a research organization. In retrospect one can wish for something as simple as a phrase in the June 5 agreement making the provisions for an institute "subject to review by appropriate academic consultative bodies and academic officers for conformity with University policy. . . ." since this is what all of the University parties appear to have expected to take place. (The expectation is implicit in the initiation of contact with the EPC in May and in the language of subsequent letters and conversations.) Alternatively the chair of EPC and the provost or associate provost could have been brought into the process before the signing of the agreement to avert any possible misunderstanding. But that is hindsight. The important thing is that there are mechanisms for retrieving whatever may have been overlooked. These are being operated by the proper people in the proper manner. And this is the consultative process; premature exposure has simply underlined how very complex it can be.

At the conclusion of the five months' preliminary negotiations, I congratulated Mr. Bers, Mr. Ballam, Dr. Strauss and Dr. Morris on their dedicated and successful efforts to advance the future of economics research at the University. I do so again, adding the names of Dr. Klein, Dr. Adams, Dr. Taubman, Dr. Kravis, Dean Dyson and Dr. DeLaura and his committee. I wish them the time and privacy to complete their work toward making the proposed institute a reality.

—Vartan Gregorian

Medicine: Testing vs. Learning

As one of the students privileged to study closely with Dr. Andrew Nemeth, I support his views on medical education (*Speaking Out* February 3) and as one of the "passive" student body, I would like to contrast his teaching ideals with those too often displayed elsewhere.

I have been exposed to the "first-year blues". In a large and diverse student body, similar patterns of adjustment are exhibited each year: doubts, questions and above all isolation, giving little support to the notion we are becoming part of a "family," even *Genus Studiosi Medici*.

Similarity of preparation may stereotype entering students, but in fact — and especially at this school — they have very different phenotypes ("that which may be expressed"). Equipped with sound intelligence, a cultivated sense of curiosity and, above all, a sense of individuality, the student suddenly finds him/herself judged solely on an ability to score high on impersonal, unchallenging tests. To think on levels deeper than the black-and-white print of handouts just leads to the "wrong" correct answer out of a highly ambiguous selection, itself reflecting the real diversity of the subject. With no space for individual expression or conceptual development, such an exam carries an aftermath of frustration felt by any talented performer, unable to display mastery gained after a time of dedicated study. The frequency of these tests and their after-

math have two striking effects, which even a newcomer to the field of neurology would predict:

1. The effect obeys a spatial and temporal summation. It also has a painfully long half-life of decay. Hence, with increasing test frequency and consequently rising frustration, the test periodicity being smaller than the half-life of frustration, Δt (test) $< \frac{1}{2}$ (frustration): the student begins to "go crazy".

2. Likened to an experimental monkey, the student too finds the best way to avoid discomfort; the trick is not to think any more, but to aim for the obvious answer (i.e. reward button) as fast as possible. As with the monkey, this may be of great detriment to the personality.

Now let me detail a contrasting experience shared by many of Dr. Nemeth's gross anatomy students. Amidst the test-trials, reward-stops and discomforts of the first semester there were three mornings a week when our minds were challenged — indeed, they were attacked for originality, sense of purpose and breadth of thought.

His first written exam required such thought, practical application and originality that even the most highly-tuned performer was stretched and felt the reward. The grading was an equally personal response to our grasp of the facts and development of the concepts.

As the end of the January approached — a time when test frequency frustration levels peak throughout our school, as does exhaustion — both the final written exam and the practical in gross anatomy were cancelled one week prior to their scheduled occurrence. Sections of the class were assigned various alternatives to the exams. Those of us under Dr. Nemeth's personal direction were given four to five days to write a paper on one of a selection of neuro-anatomical disorders, using original sources and subsequent developments. This allowed us to assume (or in many cases resume) our role of investigator. However, it had a more profound, unexpected set of outcomes: The active participation of presenting our work, and listening to those of others, enabled 28 first-year students to become true colleagues and share in an intensely interesting learning experience. It was awe-inspiring to see such a high standard of critical analysis, personal involvement and enjoyment from the whole group, including Dr. Nemeth. To learn, in depth, about 28 topics far surpassed the standard experience of identifying a few tags on an over-worked cadaver.

We also truly became a "family" — a group of students able mutually to respect one another for expertise and curiosity. Above all, Dr. Nemeth was learning with us and the process of education was indeed an interaction, using analytically acquired knowledge. Amidst this we all were allowed to express our "heterozygous phenotypes" i.e. "individuality."

I have to thank Dr. Nemeth for laying the foundation for my (and others') determination to fail the learning-test of dulling the individual curiosity and to maintain my genuine sense of purpose in medicine.

—Helen Bronte-Stewart, Med '84
(Submission endorsed by nine other students in medicine)

The dialogue on medical education that produced Dr. Andrew Nemeth's February 3 letter and the student response at left began with Dean Stemmler's message to the faculty in Penn Med Notes for October, excerpted here:

Medicine: Year of Evaluation

Medical education has come through a decade-and-a-half during which a heavy emphasis was placed upon the expansion of the number of physicians and the responsibilities of medical schools for providing access to health services for our society. It appears almost certain that this era of expansion is now over. As a result of the availability of more physicians and certain revisions of the organization of medical practice, there is less intense pressure on medical schools to deal directly with the problems of access to health services in rural and urban communities. Further, the public appears to be less attracted to the notion that government should take a major role in addressing health problems and there is reduced public interest in research and technologic development.

A new curriculum was introduced in 1968. This curriculum recognized the inability of students to master the entire knowledge content of medicine and offered a major degree of flexibility so that students, under faculty guidance, could prepare themselves for their desired career area. We have now had a long and useful experience with this curriculum, long enough to take stock and study it and see whether it is appropriate to serve our students for the period of change that lies ahead.

In October 1974, the School of Medicine's Long Range Planning Committee prepared a plan which was to guide the school during the University's Campaign for the 80s. This statement of the programmatic mission of the school has served us well during these past years.

This is the year for us to reexamine our vision. This is the year for us to conduct a thoughtful evaluation of who we are, what we want to do, and how it will be done. Toward that end, I have asked the Long Range Planning Committee to devote this year to the preparation of a new five-year plan. I have asked Associate Dean Fred Burg to take the necessary steps to organize a major retreat for our faculty and students for the purpose of reexamining our curriculum.

I urge each department's faculty to engage in similar undertakings. Some departments have already examined their plans as part of the periodic departmental academic reviews. Each thoughtful faculty member should consider the school's future and how he or she can help to shape it. Our Medical Faculty Senate provides a forum for constructive participation and it should be an important area for the expression of opinion. Many faculty members may utilize departmental meetings to address their colleagues and to influence departmental thought. All of us should work to make certain that an institutional opinion about the future is formed. Let us all engage in an attitude of self-appraisal and self-criticism so that we can proceed with the greatest of thought toward a better understanding of our future.

—Edward J. Stemmler, Dean

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

ON CAMPUS

March 3-March 15

Children's Activities

Films

March 7 *Hunted in Holland* (Derek Williams, 1966)

March 14 *The Red Shoes* (Michael Ponell, Emeric Pressburger, 1948)

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

March 15 *International Folk Dancing* with Karen Vorkapich and *American Folksong and Harmonica* with Saul Broudy, 2 p.m.

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

Nursery School

Tabernacle Nursery School Open House for children from two-and-a-half to five (and parents) Saturday, March 7, 10 a.m.-noon at Tabernacle Church, 3700 Chestnut Street. Parents and children meet the teachers, currently enrolled children, and their parents at the cooperative, non-sectarian nursery school operated mornings and afternoons, Monday-Friday. For more information call 386-4100 or 387-6882.

Recreation

The University's Department of Recreation offers *Saturday morning classes in swimming, fencing and gymnastics* for children. Classes begin March 7; registration deadline is March 4. For more information call Mrs. Hamlin at Ext. 6102 or stop by Gimbel Gym.

Exhibits

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.

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

Through March 13 *Bachelor of Fine Arts Exhibit*, at Philomathean Gallery, 4th floor College Hall.

Through April 3 Sculpture by Eric Berg and prints by Dolores Sprague; on sale at the Faculty Club 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.

Faculty Club Gallery Hours Monday-Friday, 9 a.m.-9 p.m., closed weekends.

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.

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

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

March 4 *Mesopotamia*

March 8 *Ancient Egypt*

March 11 *Chinese Buddhist Art*

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

Exploratory Cinema

March 4 *Divine Horsemen: The Living Gods of Haiti* (Maya Deren and Chel' Ito, 1947-51/1979, USA) Navajo

Silversmith (Johnny Nelson, 1966, USA); *Intrepid Shadows* (Al Clah, 1966, USA)

March 11 *Solo* (Misha Donal, 1968, Britain); *Shadows of Forgotten Ancestors* (Sergei Paradjanov, 1964, USSR)

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.

GSAC Film Series

March 7 *Reefer Madness and Magical Mystery Tour*.

All screenings are held at B3 Fine Arts Building on Saturdays at 7:30 p.m. Admission: 50¢ for graduate students, \$1.00 for others.

International Cinema

March 4 Workshop with Christine Choy on *Working Collectively with an All-Woman Crew*, 3-6 p.m.; *To Love, Honor and Obey, Jury of Her Peers*, 7:30 p.m.

March 5 *How Yukong Moved the Mountains Program 6*, 7:30 p.m.; *Underground USA*, 9:30 p.m.

March 6 *How Yukong Moved the Mountains Program 6*, 4 p.m.; Films from Buffalo, 11 independent films by Buffalo area filmmakers with Bruce Jenkins, film programmer and film critic from media studies/Buffalo, 7:30 p.m. *Underground USA*, 9:30 p.m.

March 11 *Retour d'Afrique*, 7:30 and 9:30 p.m.

March 12 *Apple Game*, Philadelphia Premiere, 7:30 and 9:30 p.m.

March 13 *Apple Game*, 4 p.m. and 9:30 p.m., *Memories of Underdevelopment* with Julianne Burton, critic, teacher and writer, 7:30 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

March 6 *The Godfather, Part II*, 8 p.m.; *Duck Soup*, midnight.

March 7 *Love and Death*, 7:30 & 11:15 p.m.; *King of Hearts*, 9:15 p.m.

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

Sunday Film Series

March 15 *Free Voice of Labor: The Jewish Anarchists* (1976, USA); *Avital* (1980, USA)

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

University Council: March 11, open to Members and invited guests, 4-6 p.m. in the Council Room, Furness Building.

Music

March 6 The Orpheus Club Production of *Jacques Brel is Alive and Well and Living in Paris*, a musical review, 8 p.m. at Annenberg Center's Studio Theatre; call Ext. 6791 for ticket information.

March 7 *Jacques Brel is Alive and Well and Living in Paris*, (see March 6).

Penn Union Council presents the *New World String Quartet*, 8 p.m. at the Annenberg School Theatre; tickets available at Annenberg Box Office.

March 8 Chamber Music Concert, 2:30 p.m. in Harrison Auditorium at the University Museum.

March 15 CGS *Many Houses of Music: A Victorian Cabaret*, 2-4 p.m. at the Annenberg School Theatre; \$10 fee, call Ext. 6479 to register for the course and performance.

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 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

March 5-7 *University Museum Shop's Sale*, 10 a.m.-4 p.m.



The University Museum Shop Sale: 30%-50% off prices of crafts, jewelry and publications March 5, 6, 7, 10 a.m.-4 p.m., at the University Museum, 33rd and Spruce Streets.

March 8-15 Philadelphia Flower Show, hundreds of exhibits including *The Ecology of Pollination*, Sunday, 10 a.m.-6 p.m.; Monday-Saturday, 10 a.m.-9:30 p.m.; at the Civic Center. Tickets available at Ticketron outlets.

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.

Sports

March 6 Women's Squash vs. Harvard, 4 p.m. at Ringe Courts; **men's basketball** vs. Columbia, 8 p.m. at Palestra.

March 7 Men's Basketball vs. Columbia, 8 p.m. at Palestra; **men's fencing IFA** at Weighman Hall through March 8.

March 13-14 Women's Basketball AIAW Eastern Regional at Palestra.

Talks

March 3 Department of Psychiatry presents Dr. Julian Jaynes, Department of Psychology, Princeton University, on *Schizophrenia: A Relapse to an Earlier Mentality?*, 11:30 a.m.-1 p.m. at Medical Alumni Hall, HUP.

Respiratory Physiology Seminars presents Dr. Roland Pittman, Department of Physiology, Medical College of Virginia, on *Recent Ideas and Experiments on the Oxygen Sensitivity of Vascular Smooth Muscle*, 12:30-1:30 p.m. at Physiology Library, 4th floor Richards Building.

School of Medicine and Student National Medical Association present Dr. LaSalle Leffall, chairman, Department of Surgery, Howard University and past president, American Cancer Society, on *Cancer Control Today: State of the Art*, 3:30 p.m. at Dunlop Auditorium, Medical Education Building.

Clinical Smell and Taste Research presents Dr. Carl Pfaffmann, Rockefeller University, on *Electric Taste as a Probe of Gustatory Receptor Mechanisms*, 4 p.m. at Dunlop A, New Medical Education Building.

Tinker Lectures presents William Carter, chief, Hispanic Division, Library of Congress, on *Drug Use in the Altipiano*, 4 p.m. at 285 McNeil Building.

Hans Rademacher Lectures in Mathematics presents Dr. Michael Artin, M.I.T., on *Approximating Formal Power Series Solutions of Polynomial Equations and Finite Dimensional Representations of Rings*, 4 p.m. at Room A8, David Rittenhouse Laboratory.

March 4 Center for the Study of Aging and the Division of Neuropathology presents Dr. Robert D. Terry, chairman, Department of Pathology, Albert Einstein College of Medicine of Yeshiva University, on *The Aging Brain and Dementia*, 3:30-4:30 p.m. at Dunlop Auditorium B, Medical Education Building.

Hans Rademacher Lectures presents Dr. Michael Artin, M.I.T., 3 p.m. at Room A8, DRL; see March 3.

Maya Art Program presents Arthur G. Miller, director, on *Cacaxtla and Mitla*, 7:30 p.m. at Rainey Auditorium, University Museum; contribution \$10.

Leon Lecture Series presents Dr. David N. Schramm, chairman, Department of Astronomy & Astrophysics, University of Chicago, on *The Big Bang: The Origin of the Universe*, 8 p.m. at Room 124-6, Annenberg School.

March 5 South Asia Seminars presents Indira Shetterly Peterson, Amherst College, on *Functions of the Songs/Texts of the Salvi Saints in the Formation and Preservation of Tamil/Tamil Salvi Identity*, 11 a.m.-12:30 p.m. at Classroom II, University Museum.

Hans Rademacher Lectures presents Dr. Michael Artin, M.I.T., 3 p.m. at Room A8, DRL; see March 3.

March 6 Women's Faculty Club presents a panel chaired by Dr. Dwight Scott on *Women and Retirement*, noon at Harrison-Smith-Penniman Room, Houston Hall.

Hans Rademacher Lectures presents Dr. Michael Artin, M.I.T., 3 p.m. at Room A8, DRL; see March 3.

Medical School students sponsor a colloquium on *New Directions in Health Care and Education* as a memorial to Thomas W. Langfitt, Jr., a classmate who died last year, *Health in the Workplace*; Dr. Rosemary Sokas of the Oil, Chemical & Atomic Workers' Union and James Moran of Philoposh, 3 p.m.; *Hospice Care in the Acute-Care Setting*; members of Pennsylvania Hospital's Hospice Program, 4 p.m.; *The Physician as an Activist*; Dr. Michael Steinberg, North Baltimore Health Corp., 8 p.m.; *Medical Effects of Radiation*; Dr. Helen Caldicott, Penn., 8:30 p.m., at the Dunlop Auditorium of Medical Education Building.

Graduate School of Education Colloquium presents Dr. Richard L. Larson, Herbert H. Lehman College, C.U.N.Y., on *Issues in the Teaching of Writing*, 4:30 p.m. at Room D 9-10, Education Bldg.

Graduate School of Fine Arts presents Arata Isozaki, architect, 4 p.m. at GSFA Room B-1.

March 7 *New Directions in Health Care and Education* colloquium continues with *Technological Innovation in Medicine*; Dr. Ernest Carvalho, MIT, 9 a.m.; *The Physician as a Human Ecologist* Dr. Sidney Baker, Gessell Institute of Human Development, 10 a.m.; Film, *Barefoot Doctors*, 11 a.m.; *A Scientific Evaluation of Physical Manipulation Therapy*; Dr. Murray Goldstein, NIH, 12:30 p.m.; and *Humanization and Dehumanization of the Medical Professional*; Dr. Renee Fox, Penn., 1:30 p.m. at Dunlop Auditorium, Medical Education Building.

CGS presents *Saturday at the University* featuring Rene Dubos, professor emeritus, Rockefeller University, and Donald Frederickson, director, National Institutes of Health, on *Human Concerns and Medical Research*, 10 a.m. at the University Museum.

March 9 Communications Colloquium presents Brenda Dervin, School of Communication, University of Washington, on *The Human Side of Information*, 4 p.m. at Colloquium Room, Annenberg School of Communications.

Department of History and Sociology of Science presents Professor Martin Rudwick, Princeton University, on *The Social Dynamics of a 19th Century Controversy in Geology*, 4 p.m. at Seminar Room 107, Smith Hall.

Maya Art Program presents Arthur G. Miller, director, on *Art and Archaeology in Modern Mexico*, 7:30 p.m. at Rainey Auditorium, University Museum, contribution \$10.

March 11 Department of Bioengineering presents Dr. Jonathan Black, orthopaedic surgery research and bioengineering, Penn., on *Physical and Biological Effects of Electricity on Bone*, 7:30 p.m. at Room 554, Moore School.

March 12 South Asia Seminars present Franklin Presler of Kalamazoo College on *Local Associations and State Bureaucracy in the Management of Religion in India*, 11 a.m.-12:30 p.m. at Classroom II, University Museum.

Brown Bag Seminar presents Ake Sjöberg, Erle Leichty and Barry Eichler, noon-1 p.m., at Ethnic Arts Gallery, University Museum.

The annual D. Hayes Agnew Surgical Lecture features Dr. W. Dean Warren, Whitehead Professor and Chairman, Department of Surgery, Emory University School of Medicine, on *Surgical Treatment of Portal Hypertension: Historical and Physiological Perspective*, 4-5 p.m. at Medical Alumni Hall, Maloney Bldg.

Department of Fine Arts presents a *Poetry Reading* by Benjamin Sloan, 8 p.m. at Third Floor Coffee Shop, Fine Arts Building.

March 13 HUP's Food Service Department presents Bea Tully, R.D., HUP dietician, on *U.S. Dietary Guidelines*, noon at Hirst Auditorium, 1 Dulles Bldg.

March 14 Penn Women's Center presents Women and Society Seminar on *Option: The Abortion Question*, 1 p.m. at Franklin Room, Houston Hall.

Theatre

March 5 through 22 Philadelphia Drama Guild presents *The Front Page* by Ben Hecht and Charles MacArthur in Zellerbach Theatre at Annenberg Center.

March 6, 7 Temple University presents *Temple Dance* in Prince Theatre at Annenberg Center.

March 10 through 14 People's Light and Theatre Co. present *Macbeth* at Annenberg School.

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

To List Events through March 29

Since there is no Almanac March 17, next week's calendar (March 10) will list events through March 29. All items must reach the office at 3533 Locust Walk by Wednesday, March 4.

DEATHS

Susan J. Maclay, a student in the College of General Studies, died February 15 at the age of 18. Ms. Maclay, a 1980 graduate of Springfield High School, came to the University in September 1980. She is survived by her parents, Mr. and Mrs. Donald M. Maclay. Her father received his degree from the University Law School in 1961. The family requests that contributions in her memory to the Children's Cancer Research Center of Children's Hospital c/o Dr. Audrey Evans.

Dr. Franklin L. Payne, former chairman and professor of gynecology and obstetrics at the School of Medicine, died February 14 at the age of 81. Dr. Payne began his medical education at the University of North Carolina and completed it at Penn, where he received his medical degree in 1922. After residency at HUP, he joined the staff in 1927 as an assistant instructor and eventually became chairman of the department of obstetrics and gynecology in 1950 and the William Goodell Professor of Obstetrics at the Medical School.

He became an emeritus professor in 1967.

Dr. Payne was a member of many professional societies who frequently addressed meetings of these organizations in the U.S. and abroad. He is survived by a daughter, Elizabeth P. Roberts; three grandchildren and three sisters.

Memorial: Tom Langfitt, Jr.

A colloquium on *New Directions in Health Care and Education* has been organized by medical school students for March 6 and 7 as a memorial to **Thomas W. Langfitt, Jr.**, a classmate who died in November 1979 at the age of 25.

Leading physicians and faculty involved in humanistic health care initiatives and social responsibility issues, here and elsewhere, will give eight sessions, and a ninth will feature a film on China's *Barefoot Doctors*. See listings under "Talks" above for speakers, topics and times. All are in Dunlop Auditorium of the Medical Education Building.

Any Wednesday (in March)

During National Nutrition Month, HUP will install display booths staffed with teams to answer questions, provide literature and offer samples of nutritious food. This week, booths are open today, tomorrow and Thursday in HUP's Silverstein lobby, 11 a.m.-1:30 p.m., and in the Hospital's administration hallway, 10:30 a.m.-2 p.m. They reopen during those hours on the remaining Wednesdays in March.

Weight Watchers

Group meetings are held each Monday, 4:30-6:30 p.m. in the Orthopaedic Conference Room, first floor, White Building at HUP, open to all members of the University community who want to combat overweight by changing their eating habits. Registration and first meeting fee \$12.50; weekly dues \$5. For more information call 548-3600.

Construction Trailers

For HUP's Phase III renovation and modernization work, there will be construction trailers on the sidewalk on Spruce Street, from east of the Gates entrance to west of the Dulles Courtyard gate, for the next two years. An 8-foot-wide pedestrian walkway, accessible to wheelchairs, will be maintained.

OPPORTUNITIES

Listings are condensed from the personnel bulletin of March 2, and therefore **cannot be considered official**. New listings are posted Mondays on personnel bulletin boards at:

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;
Leidy Labs: first floor, outside Room 102;
Logan Hall: first floor, near Room 117;
LRSB: 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.
Accountant II (3765) \$14,200-\$19,625.
Administrative Assistant to the Director (B0837) \$11,400-\$15,800.
Applications Programmer II (3747) \$16,325-\$22,600.
Assistant Director (3753).
Assistant Director (B0879) \$16,325-\$22,600.
Assistant Director (3773) \$14,200-\$19,625.
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).
Associate Director, Operations (3742) responsible for accounting, data processing and student employment; initiates and reviews procedures in these areas; assists director in preparing fund applications and reports (degree; five years' experience; familiarity with automated data processing).
Business Administrator I (B0875) \$11,400-\$15,800.
Business Administrator I (3761) \$11,400-\$15,800.
Business Administrator II (2 positions) (3645) (3763) \$12,375-\$17,425.

Business Administrator III (3721) \$14,200-\$19,625.
Coordinator (B0880) \$12,375-\$17,425.
Data Entry Supervisor (B0857) \$14,200-\$19,625.
Department Head I (3766) \$14,200-\$19,625.
Director (B0881).
Director, Admissions Data Systems (3569) \$16,325-\$22,600.
Director, University Bookstore (3650).
Environmental Safety Officer.
Equipment Manager (3772) \$11,400-\$15,800.
Labor Relations Assistant (3704) \$12,375-\$17,425.
Office Manager (B0873) \$11,400-\$15,800.
Registrar (3760).
Research Specialist I (2 positions) \$12,375-\$17,425.
Research Specialist II (3717) operates and produces high quality radiographic images from modern angiographic and fluoroscopic equipment; assists radiographer in preparation of animals, performing experiments, and analysing the results (Registered RT; three-five years' clinical experience in radiographic special procedures; willing to learn new research techniques) \$14,200-\$19,625.
Senior Programmer Analyst.
Senior Research Coordinator (3 positions) \$16,325-\$22,600.
Treasurer (3619).
Vice-Dean, Law School (3434).
Vice President for Operational Services (3786) serves as the senior University officer responsible for the physical plant, facilities development, construction, energy management, purchasing, transportation and communications, dining service, bookstore, public safety and real estate development; directs a staff of more than 1,000 and manages an annual budget approaching \$50 million (at least five years' senior level management responsibility for similar functions in university, government or business settings; advanced degrees in business and management desired).
Writer II (3536) \$12,375-\$17,425.

Support Staff

Accounting Supervisor (3764) \$9,400-\$11,675.
Administrative Assistant I (8 positions) \$8,775-\$10,850.
Administrative Assistant II (B0901) \$9,400-\$11,675.
Animal Laboratory Technician (3574).
Bookstore Clerk I (3349) \$6,725-\$8,175.
Clerk I (5 positions) \$6,325-\$7,625.
Collection Assistant (3781) collects delinquent student loans; handles correspondence to and from delinquent borrowers; keeps records; coordinates in-house records with billing service and collection agencies (high school graduate; ability to handle pressure with tact and diplomacy; communicate well by telephone, compose and type letters; aptitude for figures, accuracy essential; several years' experience, preferably in collection) \$8,250-\$10,150.
Data Control Coordinator (B0822) \$10,025-\$12,400.
Electronic Technician I (B0399) \$9,600-\$11,700.
Electron Microscope Technician I \$9,600-\$11,700.

Farmhand (9 positions) (B0882) \$5,725-\$7,235.
Film Production Assistant (3523) assists faculty in developing instructional materials, maintains videotape equipment and connections, performs still photography, prepares slides, catalogues, indexes and files material for library, prepares statistical reports for educational programs, grades and corrects exams, provides back-up for other areas (high school graduate, some college helpful, three-five years' experience) Hourly wages.
Helper (3674) Union wages.
Junior Accountant (B0787) \$8,775-\$10,850.
Keypunch Operator (B0849) \$7,700-\$9,425.
Laboratory Assistant (3690) \$6,825-\$8,175.
Operator II, Duplicating Machine (2 positions) (B0894) (B0895) \$8,250-\$10,150.
Plumber (2 positions) (3697) (3699) Union wages.
Programmer I (2 positions) (3727) (B0896) \$10,025-\$12,525.
Project Budget Assistant (3 positions) (3734) (3777) (B0871) \$8,775-\$10,850.
Psychology Technician I (2 positions) \$10,700-\$13,125.
Receptionist II (3665) \$8,250-\$10,150.
Receptionist III \$8,775-\$10,850.
Research Laboratory Technician II (4 positions) \$9,600-\$11,700.
Research Laboratory Technician III (14 positions) \$10,700-\$13,125.
Secretary II (3 positions) \$7,700-\$9,425.
Secretary III (17 positions) \$8,250-\$10,150.
Secretary IV (B0827) \$9,400-\$11,625.
Secretary, Medical/Technical (7 positions) \$8,775-\$10,850.
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.
Physician (2 positions) (B0525) (B0526).
Research Coordinator (B0886) Hourly wages.

Support Staff

Clerk/Typist (3769) Hourly wages.
Employee (2 positions) (B0845) (3714) Hourly wages.
Extra Person (2 positions) (3459) (3770) Hourly wages.
Manuscript Typist (B0767) Hourly wages.
Receptionist I (3747) Hourly wages.
Research Assistant (B0891) Hourly wages.
Research Laboratory Technician (2 positions) (B0892) (B0899) Hourly wages.
Salesperson (2 positions) (3757) (3758) Hourly wages.
Secretary (6 positions) Hourly wages.
Secretary, Medical/Technical (B0780) Hourly wages.
Technician (B0835) Hourly wages.
Typist (2 positions) (B0810) (B0898) Hourly wages.

Graphics for Science

In new, expanded quarters at the Medical Library, the School of Medicine's biomedical communications facility can now provide service for users beyond its medical-school base. Medical illustrator Karen Ott uses drawings and other media to illustrate anatomical, surgical and other scientific subjects for print, projection or exhibit. Photographer Jordan Denner's unit does black-and-white and color on location or in the facility's tabletop studio. Staff can also make charts and graphs for classroom, laboratory or journal submissions. To reach them, or Director Art Siegel or Administrative Assistant Carol Whaley, call Ext. 6516.

Publications in Motion

The University Publication Office has moved (for renovations, through April) but there is no break in editorial services, graphics, design, photography, typesetting or printing placement. The temporary address is in the basement of McIlhenny Dorm at 36th and Hamilton Walk/GA, entered via the driveway/parking lot that reaches Maloney Building from 36th and Spruce Streets.



The Biomedical Communications office: a montage of staff at work.