

# Almanac

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## Resignation: Jon Strauss

Dr. Jon C. Strauss (above) announced his resignation as vice president for budget and finance Monday, to take the position of senior vice president of the University of Southern California starting in May. His actual departure will "depend on when I can disengage," Dr. Strauss said.

At 41, Dr. Strauss has a national reputation as a financial officer among complex institutions which have been monitoring the responsibility center budgeting system here. "I have enjoyed my years at Penn and I leave with a sense of regret. But the position at USC is a tremendous opportunity to make further contributions to another great university." USC, like Penn, is a large private university with a public-sounding name in an urban neighborhood in Los Angeles. Dr. Strauss is the first senior member to be chosen there under a new structure announced by USC President James H. Zumberge in December. Dr. Zumberge and three senior vice presidents will constitute an executive committee for the university, within the president's office. Dr. Strauss will be re-

## Proposed Merger: Budget & Planning

President Sheldon Hackney has proposed the creation of a University Planning and Budgeting Advisory Committee, to replace the present Budget Committee and the academic planning aspects of the present Educational Planning Committee. His text (page 2) has been placed on the agenda of the April 8 meeting of University Council.

The proposed Committee would be free-standing of other University committees, as is the present Budget Committee. Like the present Budget Committee it would also be comprised mainly of faculty and students.

In other respects the proposed Committee is a new departure at Pennsylvania, the President notes. "Its purpose is new — to bring together the academic planning and budgetary functions in coordinated and reconciled advice to the administration. Its organization is new — most notably in that it is chaired by the Provost; it will meet weekly, even twice weekly

in periods; and it will operate with strengthened confidentiality. But most important of all, its spirit is new — members are to be chosen for commitment to the general interest that allows them to study and act as impartially as possible, determining the facts under the chairmanship of the Provost, more like a jury than like a constituency body. At institutions successfully practicing such a system, that kind of spirit has been achieved. Without it, such committees fall into disuse."

As a preface to the text on page 2, Dr. Hackney provides his letter of transmittal to the Faculty Senate Executive Committee, which asks for their advice, gives the genesis of the proposal, and comments on the responsibility its members will carry.

Similar letters asking for advice were sent to the present Budget and Educational Planning Committees, to the Council of Deans, to the Undergraduate Assembly, and to the Graduate and Professional Students Association.

sponsible for budget and finance, computer services, and personnel.

Jon Strauss joined Penn in 1974 as director of computer activities, became director of the budget in 1975, and was named to the newly created vice presidency for budget and finance in January 1979. Meanwhile, he held appointments as professor of computer and information sciences in SEAS and of decision science in the Wharton School. He also served as faculty master of Stouffer House in 1979-80.

"The University has been extremely fortunate to have had a man of Jon Strauss' ability," President Sheldon Hackney said. "He has directed our financial operations with admirable skill and a high regard for academic priorities. He has made a tremendous contribution to the University, and we are very sorry to see him go. We wish him well in his new position."

## On Graduate Education

Starting on page 6 of this issue is the final report of the Task Force on Graduate Education, set up by Dr. Benjamin Shen during his associate provostship. It includes a call for comment to the President and/or Acting Provost.

## CGS: David Burnett

Dr. David Burnett of Indiana University will take office in June as the new director of the College of General Studies, Dean Robert H. Dyson of FAS has announced.

A 1966 graduate of Princeton, Dr. Burnett took his M.A. and Ph.D. in French and Italian from Indiana and since 1977 has served as systemwide director of program development for its General Studies Degree Programs. This year he has been visiting lecturer in modern languages at North Carolina State University.

Earlier he served as assistant dean of the College of Arts and Sciences at Indiana, and was director of its Living Learning Center, a residential college for selected students.

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Insert: On Faculty Research Interests

# The President's Proposal for a University Planning and Budgeting Advisory Committee

## Text of Letter to Paul Bender

*I am enclosing [right] my final draft of the charter for a "University Planning and Budgeting Advisory Committee." Would you please share it with the Senate Executive Committee, so that I might have their views.*

*I think it would be useful if I set forth the genesis of this draft and the considerations that in my view make necessary its content.*

*Three separate streams led to the notion of a merged budget and academic planning committee. The Educational Planning Committee itself was moving in this direction. Ben Shen upon appointment as associate provost wanted something like this, and I had had good experiences with such arrangements in the past.*

*Each of these streams had different concrete facts and experiences supporting the particulars that would effect the general vision. The EPC, under Dave DeLaura, spent a year studying in detail the considerations involved. In part they relied upon the extensive studies of a range of systems at other universities provided by Ben Shen's office. And I of course had operated with similar systems as Provost at Princeton and as President at Tulane.*

*Not unsurprisingly, there has been considerable convergence of these streams. In my meeting with Dave DeLaura's "Phase I" Committee, and in many conversations with you on behalf of your various constituencies, I was encouraged to do a draft that would synthesize those features of the various streams with which I would, as President, feel most comfortable based upon my experience. In various meetings within the administration, I have secured the advice and concurrence of those officers who would actually operate the new Committee — the Provost and the Vice President for Finance and Budget being foremost. The Provost, particularly, since it is his/her responsibility to do the actual work (as chair) of synthesizing academic planning and budgeting through the Committee, must also, in addition to me, feel comfortable with the proposed mechanics, and Lou Girifalco does.*

*The enclosed draft, therefore, represents several things. First, a distillation of my experience and something I would feel comfortable with. Second, the consensus of the administration on this subject, including the Provost. And third, a synthesis of the general ideas (as distinct from mechanics) originated in the three streams previously discussed.*

*Experience will dictate the actual scope and influence of the Committee. If the individuals appointed to it are, by temperament and conviction, chosen to represent the interests of the University as a whole, then the Committee will likely provide sound advice unaffected by political difficulties (block voting, leaks, excessive debate). If the individuals feel instead that they represent particular interests, then it is not likely that the present problems will have been solved, the Committee will not have significant influence or usefulness, and we will all have missed an opportunity. In short, to have a different kind of Committee we shall all have to cooperate in appointments to such a Committee, surrendering, I would suggest, the position of partial interest to the position of the general interest. This will be difficult for the appointing entities and the Committee members alike, but it is the only way that the form I present to you can be given content sufficient to the task. That task, of course, is to depoliticize, and render effective and useful, the budget and planning advice provided by a broad-based body.*

*I will welcome the comments and advice of the Senate Executive Committee, as well as their questions.*

—Sheldon Hackney

## Text of the President's Proposal

In order to bring together the academic planning and budgetary functions in coordinated and reconciled advice to the administration, there shall be a University Planning and Budgeting Committee (hereafter, "the Committee"), free-standing from other University Committees and advisory to the administration of the University.

**Purposes.** The purposes of the Committee shall be: (1) to provide to the administration needed advice on the composition of the annual budget for the University; (2) to take into account, study, and report on longer range implications of current budget issues and alternatives; (3) to provide systematic thought about the evolving educational mission and educational needs of the University, and their present and future budgetary implications; (4) to provide useful early warnings of potential problems and early information on potential opportunities; and (5) to clarify means-ends relationships regarding programs and resources, including, wherever possible, a reasoned basis for proposed priorities.

The purpose of the Committee is to bring together academic planning and financial planning so that informed advice might be provided to the administration on both short-term and long-range resource allocation. Thorough involvement in the development of the annual budget shall provide the committee with the opportunity to familiarize itself with the economic condition of the University and to develop and explore optional modes of fulfilling the University's academic mission. In pursuing this charge it may request other officials or bodies within the University to report short- and long-range plans, to analyze important problems, to evaluate available options, and to help support in other ways the planning process.

**Composition.** The Committee shall have thirteen members: eight faculty, one undergraduate student, one graduate or professional student, two administrators, and the Provost. The eight faculty shall be chosen as follows: four faculty shall be chosen by the President and four shall be chosen by the Executive Committee of the Faculty Senate. The two student members shall be chosen as follows: one undergraduate student by the Undergraduate Assembly; one graduate or professional student by the Graduate and Professional Student Assembly. The two administrators shall serve *ex officio*: the Vice President for Budget and Finance and the Vice President for Operational Services. The Provost shall serve *ex officio*, and shall be chairman.

The eight faculty members shall serve four-year renewable terms. The two student members shall serve two-year renewable terms. In order that there be the potential for partial membership rotation annually, the eight initial faculty appointments shall include two one-year, two two-year, two three-year, and two four-year appointments. Renewal of faculty members shall be for four years, and the one-year, two-year, and three-year initial faculty appointees should be assured wherever possible at least one renewal, the purpose of the short initial term being solely to establish staggered faculty terms.

**Committee Organization.** The Provost shall determine, consistent with the other provisions herein, the best form (subcommittees or otherwise) and the best format (Committee business meetings, hearings, received testimony, etc.) for carrying out the work of the Committee.

**Charge.** In addition to the general charge to the Committee stated above in the "purpose," the President may from time to time give more specific charges to the Committee. Preferably such periodic charges will be given at the beginning of the academic year, but the President may frame an *ad hoc* charge on matters that are either more specific or that are more immediate than the charge given at the beginning of each year. The Committee may, of course, develop its own agenda apart from the president's charges, based upon the Committee's interpreta-



tion of the general charge in the context of the University's situation at a given point in time.

**Staff.** The staff of the Committee shall be jointly provided by the Provost and by the Vice President for Budget and Finance. Any staff person attending the meetings or otherwise supporting the work of the Committee shall be bound by the same rule of confidentiality as the members of the Committee.

**Confidentiality.** The Committee's work shall be entirely confidential, and it shall be empowered to promise corresponding confidentiality to those with whom it interacts. It shall also be empowered to expel a member, for breach of confidentiality. After expulsion, the vacancy shall be filled, for the unexpired term, in the normal manner.

This requirement of confidentiality applies only to be proceedings of formal Committee business meetings, including documents and information provided for or at such meetings. It does not apply to open hearings or other non-business formats that the Provost as chairman wishes to employ.

**Communications.** The Provost, on behalf the Committee, shall communicate with the President through whatever means and at whatever times are appropriate. In addition, the Provost shall periodically, but at least annually, inform the University community about the advice the Committee has given the President and the reasons therefor.

**Effective Date.** The effective organization date of the Committee shall be \_\_\_\_\_ [to be determined].

## DEATHS

### Council March 11 Actions

Actions taken at the University Council's March 11 meeting included passage of the proposed by-laws change which allows the President to serve as chair of Council, and passage of a motion from the floor adding student governance organizations to the list of those who can petition for special Council meetings. The latter by-law now reads:

*Special Meetings:* A special meeting shall be called whenever requested by the President, the Provost, or the Chair of the Faculty Senate, or by petition of 20 percent of the total membership of the Council, or by resolution by any Faculty, by the Undergraduate Assembly or by the Graduate and Professional Students Assembly.

Council also voted a resolution on reexamining the Code of Academic Integrity which led the way to last week's announcement (*Almanac* March 24) that the new code published December 2 was not in effect, and provided that long-term solutions would be developed with review by the Faculties before adoption.

### Trustees March 19 Note

Omitted from *Almanac's* March 24 coverage of the March 19 Trustees Executive Board meeting was the announcement by Chairman Paul Miller on restoring the former structure in which separate committees, rather than the Executive Board, will handle nominations to fill Trustee vacancies and review honorary degree candidates. In each case, the committee will be headed by a member of the Executive Board, with membership from the main body of the Trustees.

**Dr. Albert Croll Baugh**, one of the world's most distinguished medieval scholars — who taught at the University for almost 50 years — died March 21 at the age of 90. Dr. Baugh, who was born in Philadelphia in 1891, attended Penn as an undergraduate and also received both his masters and doctoral degrees here. He began his academic career as a "reader" in the English department in 1912. For \$300 a year, he taught five composition courses and read for two professors — one of whom was Felix E. Schelling. Later, from 1946 to 1961, Dr. Baugh served as the Felix E. Schelling Memorial Professor of English. In 1943 Dr. Baugh had become the chairman of the department and served in that capacity for 12 years.

Dr. Baugh was known for his writing on the English language and the literature and culture of the Middle Ages. He was the author of several books, including the *History of the English Language* and *A Literary History of England*, which he co-authored with English Professor G. Malcolm Laws. Dr. Baugh was the only American to serve as president of the Modern Humanities Research Association of Cambridge, England, 1948-50, and the International Federation for Modern Languages and Literatures, 1960-63. He also served as president of the Modern Language Association and president of the Fellows of the Medieval Academy at Harvard University.

Dr. Baugh, who resided in West Philadelphia, is survived by his wife, the former Nita Scudder, two sons, William Scudder Baugh and Daniel Albert Baugh, and three grandchildren. A memorial service for Dr. Baugh will be held April 17, 11 a.m. at Van Pelt Library's Rare Book Room, 6th floor. Contributions in his memory can be made to the Albert C. Baugh Book Fund, in care of the University of Pennsylvania Library. The fund was established by Mrs. Baugh in 1949 to provide books on Middle English, Anglo-Norman and Anglo-Latin language and literature.

**Margaret Reedy Kolb**, a retired administrative assistant in the School of Medicine, died February 23 following a lengthy illness, at the age of 57. Mrs. Kolb came to the University as a part-time employee in the Wharton School in 1950 and in 1958 she became a full-time secretary. She later served as an administrative assistant in the school's Department of Industry; transferred in 1964 to become secre-

tary to the Dean of Men and subsequently became secretary and then administrative assistant to the director of residences. Mrs. Kolb served as an administrative assistant in the medical school's business office from January 1977 until she retired in March 1979. She is survived by her husband, Conrad Kolb.

**Beth A. Schachter**, an undergraduate student in the Wharton School, died March 7 following a lengthy illness, at the age of 20. She came to the University in September 1978 and was expected to receive her degree in May 1982. She had been on leave of absence since September 1980. She is survived by her parents, Mr. and Mrs. Ira Schachter. The Beth Schachter Wharton Fellowship Fund has been established in her memory to provide scholarship funds for Wharton School undergraduates. Contributions may be sent in c/o Dr. William G. Whitney, E-144 Dietrich Hall/CC.

**Dr. Clarence T. Van Meter**, a former senior research investigator here, died February 16 at the age of 75. He was investigator on a federal research project to develop a computerized system for automated storage and selective retrieval of chemical information when he retired from Penn in 1970 after 23 years. His area of expertise was medical chemistry and the structure and systematic nomenclature of chemical compounds. It was in that area that he acted as consultant for a number of organizations, including the World Health Organization and the American Medical Association. Dr. Van Meter received his doctorate in organic chemistry from the University of Pittsburgh in 1941. He is survived by his wife, Mary W. Overhold Van Meter; two daughters, Claire Reimann and Lois Baker; a sister and a brother.

### Brown Bag: Dental Benefits

The Administrative Assembly will hold a special brown bag luncheon meeting April 6 at 1 p.m. on the University's new dental benefit program, which is scheduled to go into effect July 1. Representatives of the Prudential Insurance Company, the Faculty Practice Plan of the Dental Care Center, and the University Personnel Department will give presentations and answer questions. The meeting will be in the first floor Conference Room, at Van Pelt Library.

## Almanac

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The first letter below was sent to Personnel Benefits Committee Chairman Richard Woods, then submitted for publication. Dr. Woods' response also follows.—Ed.

## Objection to Benefits Change

The February 25 issue of *The Daily Pennsylvanian* carried an article stating that [the Personnel Benefits Committee] is considering a proposal by the Personnel Department that all University employees receive equal tuition benefits. As a faculty member, and as a former chairman of the Faculty Affairs Committee of the Council that considered and defeated a similar proposal previously, I would like to enter a strong objection to the general principle of equal tuition benefits for the faculty and other employees of the University.

The present tuition remission benefit extending to the graduate and professional schools has provided the faculty with an important differential advantage versus competitive universities. It is an important feature in faculty recruitment. Also I believe that any careful study will show that the incremental cost of the graduate and professional portion of this faculty benefit is quite small. Hence, I feel that from the University's standpoint the benefits of this faculty perquisite far exceeds costs. In my opinion, the faculty should vigorously oppose the changing of this portion of the tuition remission benefit for study at the University. The faculty should oppose it even if a grandfather clause is introduced retaining the benefit for present faculty but denying it to those who join the faculty after passage of such a proposal.

Our faculty operates under the general principle of shared responsibility and shared decision-making in the governance of the University. We have opted not to unionize in contrast to the actions of the faculties at many other colleges and universities. I fail to see the rationale of a principle of equalization of benefits for the faculty and all other employees of the University. If other employees can make a case for a particular benefit such as the graduate or professional school tuition benefit and can obtain it through usual bargaining procedures, fine. I cannot understand the logic of the notion that the University is in a zero-sum game situation in which a benefit desired by other employees must be arrived at by removing an existing benefit of the faculty.

—Morris Hamburg, Professor of Statistics and Operations Research

## Response to Dr. Hamburg

Subsequent to receipt of your letter, members of the Personnel Benefits Committee agreed to a revised tuition benefit proposal. This proposal will be forwarded to the Provost with a request that it be reviewed by the appropriate committee of the Faculty Senate prior to making decision about the recommendations. I believe this is an adequate protection for the faculty. Also, we have recommended that existing faculty tuition benefits be "grandfathered", although I understand that that would not be responsive to the principle enunciated in your letter.

With respect to your comments on equalization of benefits, it is true that as a general matter of policy, the Committee attempts to ensure as much parity as reasonably is possible. However, the tuition benefit recommendations as they affect the faculty arise from and are responsive to faculty concerns. Whether there is equalization of benefits is not the central point. Members of our faculty, including those serving on the Personnel Benefits Committee, have voiced objections to the present system, particularly the structuring of the direct grant. They believe that the system places undue pressure on the admissions process by making it relatively expensive to send a faculty child to another institution when compared with the costs of sending that child to Pennsylvania. Originally, the direct grant was set at 50 percent of the tuition at Pennsylvania. However, that percentage has not been maintained and at \$900 per dependent per year is relatively small today. The faculty members of the Committee feel that a limit on the number of semesters for which benefits are available is a fair trade for significant improvements in the direct grant. It would reduce the pressures currently felt in the admissions process and would benefit faculty children by increasing their educational options. I should add that although the proposal calls for a limit on the number of semesters per dependent, tuition benefits would not be restricted to undergraduate schools.

In my opinion, a proposal to revise tuition benefits for faculty, if made by a committee limited to faculty members, might be similar in many respects to the one we are making. In any event, as I indicated above, we are trying to assure appropriate faculty consultation of our proposal by recommending that it be referred to the Faculty Senate.

—Richard S. Woods, Chairman,  
Personnel Benefits Committee  
and Professor of Accounting

## Med Ed and Workaholism

Dr. Andrew M. Nemeth, professor of anatomy, contributed an opinion on medical education (*Almanac* February 3) and invited comment from other members of the faculty.

Premedical students, Dr. Nemeth fears, attain their goal of acceptance to medical school at the expense of other interests. The intensity of work throughout medical school has many wondering why they selected such a time-consuming career.

Dr. Nemeth cites the incidence of alcoholism, drugs and emotional problems among Doctors of Medicine as evidence of their becoming workaholics. The A.M.A. has devoted much publicity to these problems. I am not aware of any other group which has explored so widely into this matter and I applaud its efforts, for it is necessary to bring shame upon those who do not honor our tradition. However, I have observed that the vast majority of young physicians does not fall victim to the pressures of a medical education. We should take care that none will.

Having entered medical school from college in 1915 and subsequently taught medical students, interns, residents and graduate students up to the present, it has been a privilege to observe their increasing quality and the continuing improvement in their curriculum and training. I do not agree that we fail to encourage our students to "emerge as mature self-reliant people."

Penn Medical School always has been demanding; the failure rate, although higher years ago, is now rare. College students were not so well prepared for the first-year basic science studies as now, and fears of failure were correspondingly great. If Dr. Nemeth were to follow students beyond the first year I think he would find most of them enthusiastic, dedicated, and quite content with their choice of profession.

—Herbert R. Hawthorne, M.D., '19  
Emeritus Professor of Surgery

## Cheers

We live in a world where everyone is quick to criticize. Those against always speak louder than those in favor.

I write these brief words to my colleagues because I have just had the most delicious lunch I have had in the Faculty Club in the past two decades. The fish course, always a test of a good restaurant, was absolutely first rate. The coffee was the best I've ever had in West Philadelphia.

In addition, I have been meeting with a group of "interlocutors" — men and women editors, lawyers, artists, professors, etc. — on Monday nights in the Faculty Club for 30 years now. Our dinner last night was noted by everyone as unusual.

I consider the Faculty Club one of the most important forces for social cohesion at Penn. As the gastronomical side seems to be so overwhelmingly better I urge my colleagues to come, taste, join, and boost.

—E. Digby Baltzell  
Professor of Sociology

## TEN-YEAR FORECAST

The U.S. economy is expected to reach the five-year mark of the "recession" in the next year, according to the forecast in the *Almanac*. The forecast is based on the U.S. Gross National Product in current dollars (1982 = 100) for the year 1992, which is expected to be 10.1% below the 1982 level.

Looking at the figures for major economic indicators in the next decade, Professor Don E. Proulx and Lawrence E. Clark of the University of Pennsylvania's Economics Department report GNP to contract about 1 per cent a year in current dollars, while the price level is expected to rise about 1.1 to 1.3 per cent a year. The unemployment rate is expected to rise to 10 per cent, and the federal deficit to 1.5 per cent of GNP. The forecast is based on the assumption that the economy will be in a "recession" from 1992 through 1996.

To protect their jobs for the decade, the University must develop a "recession" plan. The plan should be based on the assumption that the economy will be in a "recession" from 1992 through 1996. The plan should be based on the assumption that the economy will be in a "recession" from 1992 through 1996.

## IN THE NEWS

- *Book Reviews*
- *FORUM: Restructuring the Faculty*
- *UP NEXT: Faculty*
- *COUNCIL: By-Laws Amended*
- *TRUSTEES: Corporate Responsibility*

## Almanac

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From the Senate Chairman

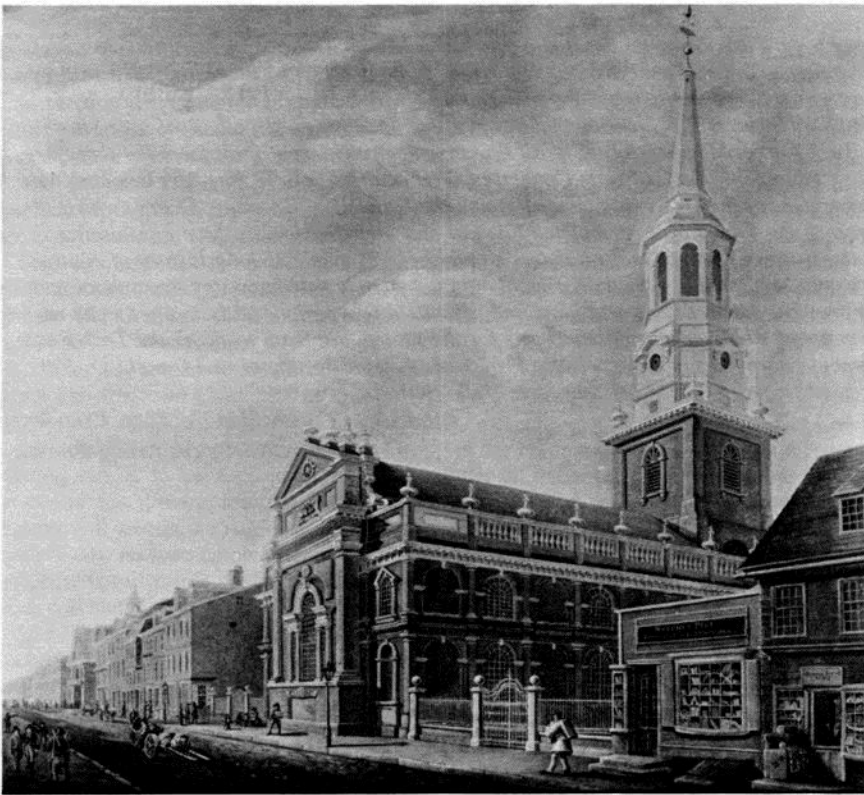
## Restoring the Faculty Voice in University Decisions

I have been distressed that, as Chairman of the Senate, I have had so much trouble in getting the faculty to take part in the decision-making process of the University. The faculty is the only group that has the right to make decisions on the future of the University. It is the only group that has the right to make decisions on the future of the University. It is the only group that has the right to make decisions on the future of the University.

## Ten Years Ago . . .

Today is *Almanac's* tenth anniversary as the publication of record and opinion of the University community. Converted from a 17-year-old newsletter that had been published monthly for 3500 faculty and selected staff, it became a weekly for 10,000 faculty, administrators, support staff, trustees, and students and alumni involved in University affairs.





William Strickland's painting of Christ Church.

## The Antiques Show: A Classic Turns 20

The University Hospital Antiques Show celebrates its twentieth anniversary this year, nearing its \$2 million mark as a fund-raiser for HUP and holding its unchallenged position as the leading antiques show on the East Coast.

This year, April 7-11, Christ Church is the subject of the traditional loan exhibit at Center Court in the Armory, where the show's women volunteers annually convert a cavernous Army Engineers' headquarters to an indoor bazaar of classic furniture and memorabilia of centuries past. Sponsored by Strawbridge and Clothier, the loan exhibit, *Christ Church, Philadelphia — Arts, Architecture and Archives*; will explore the rich heritage of this nation's most historic church, which dates from 1695.

Large photomurals of the engraving, *An East Prospect of the City of Philadelphia*, will show the physical prominence of Christ Church in the thriving port of Colonial Philadelphia. The William Strickland painting of Christ Church in 1811, (above), borrowed from the Pennsylvania Historical Society, shows its facade before alterations were made by Thomas U. Walter in 1836. The alterations themselves are shown in a model of the church made in 1866 and signed on the roof by its maker, Joseph Eves Hover. It stands 53 inches high and is complete inside with pews, organ, columns and altar.

The archives are represented by the working records of the church, such as the vestry minutes from January 12, 1767, which note a "season proving very severe." A register book of marriages, a subscription book, records of the steeple fund of 1751 to 1754 (noting payment of labor and payment to architect Robert Smith) are displayed.

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Seven signers of the Declaration of Independence are buried at Christ Church, where the oldest tombstone is dated 1714. A large photomural of the burial grounds will set the stage for the study of this aspect of the church's history.

Four Loan Exhibit articles, written especially for this year's show catalogue, elaborate on significant aspects of Christ Church. Francis J. Dallett, University archivist, wrote one on *Christ Church and the University*. Bruch Cooper Gill, curator of historic Harriton House in Bryn Mawr, contributed *Christ Church in Philadelphia: Furnishings, The Early Years*; Charles E. Peterson, *The Architecture of Christ Church*; and Edwin Wolf, II, librarian of The Library Company of Philadelphia, *The First Library of Christ Church*. The catalogue is on sale for \$5 at the show and \$6.50 by mail.

The Church is featured in a house tour Friday, April 10, along with the Bishop White's and several other 18th-Century homes in the restored Southwark area of Philadelphia (Queens Village). Under the aegis of Philadelphia Museum of Art Park House Guides, chartered trolley buses will leave the 29th Street exit of 30th Street Station at 9:30 a.m., and return to the show at the Armory at 12:30 p.m. Cost is \$15 (includes admission to the show).

A total of 56 leading antiques dealers from around the country will participate in the show and sale at the 103rd Engineers' Armory at 33rd Street, north of Market Street. Their exhibition will include a prestigious collection of furniture, rugs, quilts, silver, porcelain, paintings and other decorative arts primarily from America, the Orient, England and France. The hours will be noon-9:30 p.m. Tuesday-Friday;

10 a.m.-4 p.m. Saturday. Admission to the show is \$4, \$2.50 for students or groups of 20 or more. Gallery tours through the exhibit area given by Museum Guides of the Philadelphia Museum of Art will discuss highlights of the Show, Wednesday and Thursday at 11 a.m. and Friday at 10:30 a.m. Cost is \$10 (includes admission).

The University Hospital Antiques Show will present a three-day symposium on *Oriental Decorative Arts* with a panel discussion by selected exhibitors moderated by Dr. Schuyler Van R. Cammann, professor of East Asian Studies at Penn. Tuesday, April 7, the topic will be *Oriental Pottery and Porcelain*; on the panel that day will be among others, Carl L. Crossman of Child Gallery in Boston, author of *The China Trade*. Wednesday the topic will be *Chinese Furniture, Rugs, and Paintings* and Thursday will focus on *Chinese Jades and Bronze*. These sessions will be held 11 a.m.-noon at Stein Auditorium in Nesbitt Hall, directly opposite the front door of the Armory. Cost is \$10 per day (includes admission).

The Friday night lecture at the Show will focus on *Americana*. Clement E. Conger, curator of the Department of State and the White House, will give a slide lecture entitled, *The Masterpieces of Americana in the Diplomatic Reception Rooms at the Department of State*. (This lecture is sold out).

Gourmet lunches featuring favorite Philadelphia dishes will be served Tuesday through Friday, noon-2 p.m. Thursday will be "shad roe day" at the Show. Cost is \$7 (not including admission). Supper at the Show, Friday April 10 will be served in the Armory dining room, with seatings at 6:30, 7:15, and 8 p.m. Cost is \$18 (includes admission). The Eagle Coffee Shop on the premises will serve continuously during show hours.

Started in 1962 to raise funds for the hospital of the University of Pennsylvania Hospital Antiques Show has raised \$1,831,258 to date. These funds have resulted in many important improved services for the patients of the hospital. The Executive Committee of the University Hospital Antiques Show hopes to raise enough money this year to expand and upgrade the patient examination and treatment area for the Radiation Therapy Department on the ground floor of the Donner Building. More than 500 volunteers work year-round to organize the Antiques Show. Mrs. Moreau D. Brown started this special exhibition twenty years ago and has remained its guiding light ever since.

Mrs. Brown is again advisory committee chairman this year, with Mrs. Samuel S. Stroud as advisory chairman. Mrs. Thomas W. Langfitt and Mrs. John S. Brittain are co-chairmen; the treasurer is Mrs. Martin L. Beller; and recording secretary is Mrs. Brooke Roberts. Serving as associate chairmen are Mrs. D. Scott Adamson; Mrs. Charles L. Andes; Mrs. William C. Buck; Mrs. Clyde F. Barker; Mrs. Wayne W. Keller; Mrs. Edwin C. Donaghy, Jr.; Mrs. Giuseppe G. Pietra; Julia B. Leisenring; and Mrs. Linton A. Whitaker.

—M.F.M.

*In early 1980, then-Associate Provost Benjamin Shen appointed a Task Force on Graduate Education (Almanac January 31, 1980) to "seek a rational solution to the organizational problems" of graduate studies at Pennsylvania. The issues to be dealt with, Professor Shen said in a letter to the Task Force, "range from such critical ones as who will set admission standards and who will evaluate graduate programs, to emotionally-charged trivia such as who will sign the diploma and who will present candidates at Commencement." In all, Professor Shen proposed an initial list of 20 issues to be taken up by the Task Force. Members of the Task Force were drawn exclusively from the three key University-wide consultative bodies concerned with graduate education: the Graduate Council of the Faculties (whose members are nominated by the various faculties), the Educational Planning Committee (of the University Council), and the Council of Graduate Deans (which represents the administrations of the schools). The final report of the Task Force, completed last fall and approved by all three consultative groups just mentioned, is here published for comment by the University community. Readers should bear in mind the long history of controversy over the organization of graduate studies at Pennsylvania, and should realize that a solution completely satisfying to every school and every graduate group probably does not exist. The Task Force has labored long and hard and, despite a few peripheral issues yet to be resolved, has forged a consensus that appears to offer a strong and stable organizational basis for the future. We want to thank the Task Force membership for this important contribution to the governance of the University, especially Professors Joseph Bordogna and Donald D. Fitts, the Task Force's co-chairmen. Comments should be addressed to either one of us in College Hall (CO).*

—Sheldon Hackney, President  
Louis A. Girifalco, Acting Provost

## Final Report of the Task Force on Graduate Education

This Task Force was appointed by Associated Provost Benjamin Shen with the following charge: to seek an agreement on a rational solution to the organizational problems of graduate education at the University, giving special attention to the perennial controversy over governance, jurisdiction, admissions, standards, certification, and evaluation. We have deliberated these issues and are herewith presenting our recommendations for the governmental structure for graduate education. We have confined our attention to the Ph.D. program and the related A.M. and M.S. programs. We did not consider the professional doctoral programs of law, medicine, veterinary medicine, dental medicine, nursing, education, and social work.

### Background

When the Faculty of Arts and Sciences was created in 1974, the former Graduate School of Arts and Sciences (GSAS) was dissolved. Each graduate group in GSAS was then assigned to the School which had primary budgetary responsibility for it, the intention being to strengthen the graduate programs by joining their academic aspects directly with developmental resources. (The biomedical graduate groups were treated differently. They are considered in a separate section in this report). The organizational scheme for graduate education that was to replace GSAS is detailed in the document, "The Organization of Graduate Studies," by John N. Hobstetter (*Almanac* November 2, 1976). That organization included a Vice Provost for Graduate Studies and Research (VPGSR), a Graduate Council of the Faculties, and a Council of Graduate Deans. A year ago (1979) the Provost's office was reorganized and the position of VPGSR was abolished. Since then graduate studies has been organized on an *ad hoc* basis with the Associate Provost acting in place of the VPGSR.

### Basic Structure

The Task Force wishes to reassert the principle that graduate education in general and the development and administration of the Ph.D. and related master's programs in particular are the responsibilities of the Faculties. The administrative structure which we propose here is to serve these Faculties in carrying out their responsibilities.

In the general structure of the University the Provost, as chief academic officer, oversees all academic programs. This responsibility is exercised by budgeting, by the appointment of individual faculty members upon recommendation by the various Faculties, and by the ap-

pointment of Deans, who lead their respective Faculties in the development of academic programs and manage the budgets associated with these programs. The Provost and the Deans may appoint associates to represent them in carrying out certain aspects of these responsibilities. We believe that the organization of graduate education should follow this well-established structure. We do not propose that a separate, possibly rival, organization be established.

Since the Ph.D. is a University-wide degree with programs extending presently over seven Schools, there is the need for central administrative oversight. In keeping with the existing structure, this oversight should be exercised by the Provost or an associate. Since the development and maintenance of quality graduate programs depends to a great extent on academic planning and the resulting allocation of financial resources, the Associate Provost emerges as the logical official to serve as the central administrative focus for graduate education. As such, the Associate Provost will serve as a symbol that graduate education at Penn is of prime importance, will sign the diplomas along with the appropriate Dean and present the Ph.D. candidates at Commencement, will articulate the needs of graduate education at the highest levels of the University, and will oversee the quality of the various graduate programs. In addition, the Associate Provost will review and summarize for the Provost evaluations of graduate programs as they occur. With the help of appropriate staff the Associate Provost will maintain and report graduate enrollment figures, monitor memberships of graduate groups, sign external documents calling for the signature of the "Graduate Dean," and perform similar routine chores.

The graduate programs will be under the academic and budgetary jurisdiction of the School Faculties, led by their respective Deans. Within a School a Dean may delegate responsibility for graduate studies to an Associate, Vice, or Assistant Dean. The Deans or their appointed associates will report to the Provost through the Associate Provost.

### Graduate Groups

This Task Force supports the concept of Graduate Groups as the organizational units for graduate education. The existence of Graduate Groups encourages the development of degree programs in interdisciplinary fields and facilitates the participation of a diverse group of faculty members in all degree programs. While the concept appears to be

(Continued past insert)



unique to this University, it is one of our strengths and should be retained.

In keeping with the principle of establishing close ties between academic programs and budgetary resources and with the basic structure that we have proposed, each Graduate Group shall be assigned to a School and shall fall under the jurisdiction of the Faculty and Dean of that School. In this respect a Graduate group is treated in the same manner as an academic Department.

Each Graduate Group shall have a Chairperson. We subscribe to the document entitled "Organization and Responsibilities of Graduate Groups and Graduate Group Chairpersons," which was issued some years ago and was reissued on February 11, 1980, by the Provost's office. That document delineates the responsibilities of the graduate-group Faculties and Chairpersons and describes the procedure for the appointment of Graduate Group Chairpersons.

The establishment of a new Graduate Group or the elimination of an existing one is to be recommended by the Dean of the appropriate School to the Provost through the Associate Provost. The Associate Provost will inform the Administrative Board of Graduate Deans (*infra vide*) of any such recommendations in order that the Board may point out possible overlap or conflicts with existing programs. The final decisions will rest with the Provost, who may request the advice of the Educational Planning Committee and the Graduate Council of the Faculties. Each Faculty may set up its own procedures to determine its recommendations for establishing or eliminating a Graduate Group.

### **Administrative Board of Graduate Deans**

We propose that an Administrative Board of Graduate Deans be created to provide at the working level coordination among the Schools involved in the Ph.D., A.M., and M.S. programs. This Board will also assist the Associate Provost in carrying out the "housekeeping" duties related to graduate education, thereby minimizing the need for additional staff in the Provost's office. Each of these Schools will be represented on the Administrative Board by the Dean or the appropriate Associate, Vice, or Assistant Dean. Additional representation may be determined by the Associate Provost after consultation with the Board.

The Administrative Board of Graduate Deans will not have policy-making responsibilities. Its function is to administer the University-wide policy for graduate studies and to act as an executive committee for interpreting and granting exceptions to the rules in individual cases. The Board will aid the Associate Provost in record-keeping, tabulations of statistical data, bulletin preparation, etc. The Administrative Board is not meant to replace or displace the Council of Graduate Deans. The Council will deal with broader issues of graduate education, the Administrative Board with day-to-day operational matters.

One member of the Administrative Board will be appointed Chairman by the Associate Provost. The Chairman will normally call and preside at the meetings of the Board. The Associate Provost may also call meetings of the Administrative Board and in such cases will preside.

Either the Associate Provost or, if the Associate Provost prefers, the Chairman of the Administrative Board, will serve as the University representative to the Council of Graduate Schools, the Association of Graduate Schools, the Northeast Association of Graduate Schools, the Pennsylvania Association of Graduate Schools, and any other organizations as determined by the Provost. In order that a representative of the University may participate in the committee structures of these external organizations, it is necessary that the Chairman, if selected to be the University representative, be appointed for a reasonable long term (say three years) and that the term be renewable. Of course, the term of the Chairman will terminate when the incumbent ceases to be in charge of graduate education in a School.

### **Graduate Council of the Faculties**

We propose that the Graduate Council of the Faculties be retained, but that its responsibilities be clarified. The duties of the Council will be threefold: to advise the Provost through the Associate Provost on policy matters regarding graduate education, to assist the Associate Provost when requested in the evaluation of graduate programs, and to determine as faculty representatives the University-wide minimum admission and degree requirements.

We note that the Statutes of the Corporation (article VII) provide that the Faculties shall determine the qualifications for admission of students for degree candidacy and shall determine the curricular and other requirements for recommendations for degrees in course. Since the basic standards for the Ph.D. degree should be uniform throughout the Schools in which Ph.D. candidates are enrolled, the Council, on behalf of the Faculties that elect its members, is the appropriate body to determine these standards. The Council will also certify to the Trustees the candidates for the award of the A.M., M.S., and Ph.D. degrees. In addition, the Council will advise the Provost and the Associate Provost on academic matters that relate to standards and to the general well being of graduate studies. The Council will not be concerned with petitions from individual students; such cases will be considered by the Administrative Board of Graduate Deans.

The Council will be elected by the School Faculties with the following representation: FAS, including biomedical faculty, 7 members; the other six Schools, 1 member each. The elections will be conducted in accordance with the by-laws of each faculty. Since the Council is to represent the Faculties rather than the administrations of the Schools on issues of graduate education, Deans and their Associates, Vice, and Assistant Deans will not be eligible for membership on the Council. In addition to the thirteen faculty members, three Ph.D. candidates selected by the Associate Provost upon recommendation of the appropriate students' organization(s) will also serve on the Council. In matters of advice to the Provost and Associate Provost, each member of the Council will have one vote. When the Council is acting for the Faculties on matters of admission criteria and degree requirements and on certification of degree candidates, the student representatives shall refrain from voting.

The Council will be chaired by the Associate Provost. In order to promote a general discussion and/or to seek advice on particular issues, the Associate Provost may convene joint meetings of the Graduate Council and the Administrative Board of Graduate Deans.

### **Policy and Administrative Decisions**

Using the Administrative Board of Graduate Deans and the Graduate Council of the Faculties to provide uniformity of basic standards, we now discuss the details for making policy and administrative decisions regarding graduate education.

#### **Admissions**

The basic requirements for admission to the A.M., M.S., and Ph.D. programs will be set by the Graduate Council of the Faculties on behalf of the Faculties of the participating Schools. These requirements will be monitored by the Provost through the Associate Provost with the aid of the Administrative Board of Graduate Deans. Further requirements may be set by the Faculty of the School to which the student is applying and will be monitored by the Dean. Even stricter requirements may be set by the individual graduate groups. All admissions standards will be subject to the implicit approval of the Provost. The Dean and the Graduate Group will jointly admit the students; the Dean, on the recommendation of the Graduate Group, will make the formal offer of admission. The signature of the Dean or his representative explicitly appointed for this purpose on an official admission card or letter will constitute the authorization for admission to the University. Each School shall maintain a system of quality control and shall make certain that there is no bias in the admissions process.

The Administrative Board of Graduate Deans may coordinate those parts of the admissions process which are more conveniently done collectively, such as printing application forms, sending out forms and bulletins, answering inquiries, and receiving GRE scores.

#### **Degree requirements**

The basic degree requirements such as residency, number of courses, course load, grading system, minimum grade point average, time limitations, foreign language proficiency, preliminary and final examination requirements, dissertation requirements including format, etc., will be set by the Graduate Council of the Faculties on behalf of the various School Faculties. Such requirements will be subject to the implicit approval of the Provost. The application of these basic degree requirements in individual cases and the granting of exceptions will be carried out by the Administrative Board of Graduate Deans following procedures which the Board may establish, but which are subject to the approval of the Associate Provost. Each year, or more frequently if requested, the Board will provide the Associate Provost and the Graduate Council of the Faculties a summary of all such ac-

tions. A student may appeal an adverse ruling by the Administrative Board to the Provost through the Associate Provost.

Proposals for changing basic degree requirements may be originated by School Faculties, the Council of Graduate Deans, the Administrative Board of Graduate Deans, various University committees, the Provost, or the Graduate Council itself.

The academic standards for the various degrees will be set by the School Faculties, usually within the graduate group structure. Additional degree requirements may also set by the School Faculties. The application of these School requirements and the granting of exceptions will be carried out by the Dean of the School or by some other procedure as specified by the by-laws of the School.

### Courses approved for credit

Each School will determine by procedures set by its Faculty which courses offered within the University may be applied to satisfy the degree requirements for students registered in its Graduate Groups. However, the Graduate Council of the Faculties may set limitations on allowed courses, such as restricting courses taken for credit to those numbered 400 and above. The program for an individual student will be subject to the approval of the Graduate Group.

### Administrative requirements and procedures

Administrative requirements and procedures, such as approval for delayed enrollment, registration procedures including late registration, course enrollment procedures including late course changes, regulations involving submatriculation, regulations on auditing courses, regulations on transfer of credit within the University, approval of specific courses transferred from other universities, approval of specific foreign languages and transfer of certification from another university to meet the foreign language requirement, and approval of a leave-of-absence, will be determined by the individual Schools. All such requirements and procedures and any changes in them must be reported to the Administrative Board of Graduate Deans. In cases where uniformity is desirable or essential, the Associate Provost may direct that the requirement be set by the Administrative Board of Graduate Deans. Annually, each School will present to the Associate Provost and the Administrative Board a summary of the exceptions to its rules which it granted to individual students and of other administrative actions. The summary will be presented in a format such that the Associate Provost may evaluate the maintenance of proper standards.

### Certification for a degree

The Dean of the School in which the student is enrolled, on the advice of the Graduate Group, will certify to the Graduate Council of the Faculties through the Associate Provost that a student has completed the requirements for the A.M., M.S., or Ph.D. degree. The Graduate Council, on behalf of the School Faculties, will then certify the candidates to the Trustees.

Since the Dissertation represents the embodiment of the scholarly or scientific innovations produced by the Ph.D. candidate, it is appropriate that the Graduate Council at least symbolically receive the Dissertation. In this context, the Graduate Council shall determine the rules regarding format, publication, microfilming, depositing in library, etc. The administration of these rules will be assigned to the Associate Provost and the Administrative Board of Graduate Deans.

### Fellowships

In conformity with the policy of combining academic programs with budgetary responsibility, the fellowship programs for graduate students involving endowed and unrestricted funds should to the greatest extent possible be the responsibility of the Schools. Those fellowship programs which cross School lines will be administered by the Associate Provost with the aid of the Administrative Board of Graduate Deans and of various *ad hoc* committees that the Associate Provost may appoint.

### Recruiting

The recruiting of new students into the various graduate programs will be carried out by the Graduate Groups, by the Schools, and by the Administrative Board of Graduate Deans. The recruiting of minority students under the University's affirmative action program will be under the jurisdiction of the Associate Provost with coordination provided by the Administrative Board of Graduate Deans. Any staff member with responsibilities in the area of minority recruiting will report to the Associate Provost, but should work closely with the Administrative Board. We suggest that an appropriate title for such a staff member be "Assistant to the Associate Provost." Annually, each Graduate Group shall send to the Associate Provost a summary of its recruiting activities with particular emphasis on its minority recruiting efforts.

Primary responsibility for the Graduate Bulletin will rest with the Associate Provost, who may delegate the preparation of the Bulletin to the Admin-

istrative Board of Graduate Deans. The Board may also aid the Graduate Groups, either singly or in groups, in designing, printing, and distributing bulletins and brochures describing their programs.

## Administrative Organization

The administrative work involved in graduate education shall be carried out as much as possible by the participating Schools. Although the Associate Provost will have primary responsibility for the administrative work involved in University-wide policies and procedures and in the reporting of enrollment statistics, the Schools shall perform as much of this work as they can and report the results to the Associate Provost through the Administrative Board of Graduate Deans. The objective is to decentralize the administrative process and thereby minimize the necessity of increasing the staff in the Associate Provost's office for this purpose.

The Graduate Office of the Faculties will be discontinued. The existing facility and staff will be turned over to the Faculty of Arts and Sciences and will become the Graduate Office of FAS. In so far as possible, the services now provided by the Graduate Office of the Faculties for a non-FAS student will be provided by the School in which the student is enrolled. However, it is understood that the FAS Graduate Office will continue to provide services to students in Schools which cannot readily take on these functions. Furthermore, the FAS Graduate Office will provide combined services as requested by the Associate Provost or the Administrative Board of Graduate Deans. The maintenance of the official transcripts for graduate students will be transferred as quickly as possible to the Office of the Registrar. Until that transfer is accomplished, the FAS Graduate Office will perform that function as a service for all Schools which desire it.

## Quality Control

The primary responsibility for the quality of academic programs at the University rests with the Faculties, and the ultimate responsibility rests with the Provost. The most effective mechanism for quality control lies in the various Schools under the leadership of the Deans. We propose that the Dean of the School to which a Graduate Group belongs be expected to conduct periodic reviews to determine the quality of the program and to implement improvements when needed. This review may in some cases be part of a Departmental review. The Dean, having budgetary control over the programs in the School, is better able to influence those programs than are other administrators or committees. The Provost has the responsibility to require that the Deans provide quality control and conduct reviews and may seek advice and information within and without the University as desired. The Associate Provost will report to the Graduate Council of the Faculties concerning reviews of graduate programs and when appropriate will have the Graduate Council participate in the review process.

## Biomedical Graduate Groups

The biomedical graduate groups have been organized in a different manner from the other graduate programs; they report to the Dean of FAS for academic matters and to the Board of Biomedical Deans for budgetary matters. Although this arrangement is different from the fundamental organizational scheme introduced when the Graduate School of Arts and Sciences was dissolved, it is the mode requested by the faculty members involved because the members of a given biomedical graduate group may belong to more than one Department and to more than one School. The arrangement was worked out with great effort and appears to be working well. Since it assigns these biomedical graduate groups to FAS, we view this relationship as a responsibility of FAS, not of the University as a whole. Accordingly, we did not consider in our deliberations any special problems regarding the biomedical graduate programs.

Joseph Bordogna (co-chairman)	Britton Harris
Frank Bowman	Bruce Kuklick
Jean Crockett	Norman Oler
Jane Dickson (graduate student)	Philip Kellman* (graduate student)
Donald D. Fitts (co-chairman)	Charles R. Wright
Robert E. Forster	

\* Graduated before preparation of final report.

ALMANAC March 31, 1981



## On Performance Evaluation

Performance evaluations are an effective management tool and something used by many of us informally throughout the year. It is important to formalize this process through use of the performance evaluation program, which began early this month. The first stages — written evaluations and related discussions — will conclude April 15. These will be followed by additional evaluations and conferences, where necessary, and by consideration of the evaluations during the time of salary review.

In time of budget constraints and inflation, it is increasingly important to find ways to improve morale and to recognize individual contributions.

This is a two-way process. By informing employees of expectations related to their positions, evaluating them based on expectations, and setting realistic goals for the upcoming year, supervisors can improve communications and assure that their departments will be better able to remain productive through periods of financial restraint. Conversely, employees being reviewed have an opportunity to contribute their feedback to the evaluation process as well.

It is important then, not only to make these performance evaluations, but to conduct them with a recognition that they are a vital part of the process of developing human resources for the University.

—Gerald L. Robinson  
Executive Director of Personnel Relations

## Performance Evaluation Procedures

During most of the month of March, performance evaluations have already been in progress throughout the University. In each school and major department, individuals have been identified to administer this effort. They have distributed evaluation forms and issued instructions to supervisors regarding the performance evaluation system.

Performance evaluations are intended to be used for all permanent administrative and support staff. At right is a condensed facsimile of this year's 8½" x 11" form for professional and administrative or "exempt" employees (in our payroll designation, A-1s). Below appear condensed facsimiles of two 8½" x 11" pages used for office, technical, and other support or "non-exempt" staff (A-3s).

UNIVERSITY of PENNSYLVANIA PERFORMANCE EVALUATION Office, Technical and Other Support Staff				S.S. No. _____
Name _____		Job Title _____		Department _____
University Employment Date _____		Job Entry Date _____		Review Period From _____ To _____
<b>Instructions:</b> Consider each factor separately and select the rating which best describes the employee's performance with respect to that factor only. Augment your ratings with specific comments whenever possible. If the first space is checked and filled in, a specific comment explaining the choice is required.				
<b>JOB PERFORMANCE FACTORS</b>				
Quality of Work (consider accuracy, completeness, technical skills) <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
Productivity (volume of work produced, prompt turnaround time) <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
Adaptability (ability to understand and follow new directions, learn new tasks, accept changes) <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
Acceptance of Responsibility (consider initiative, ability to work independently) <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
Organizational Skills (effective use of time, setting priorities) <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
Overall Appraisal of Job Performance <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
Comments _____				
<b>INDIVIDUAL FACTORS</b>				
Professionalism (response to criticism, diligence in carrying out responsibilities, reaction under pressure, judgment in confidential matters) <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
Attendance (tardiness, absenteeism, dependability, use of sick time) <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
People Relations (cooperation, courtesy to students, faculty, visitors and coworkers) <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
Overall Appraisal of Individual Factors <input type="checkbox"/> Fully Satisfactory <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory				
Comments _____				

### Deadline: April 15

Evaluation forms should be returned to the designated person in each school or department by April 15. Additional forms may be obtained and questions answered by calling Nancy Arnosti at Ext. 3400.

ALMANAC March 31, 1981

UNIVERSITY of PENNSYLVANIA Performance Evaluation Professional and Administrative Employees		S.S. No. _____
Name _____		Title _____ Department _____
Univ. Appt. Date _____		Position Appointment Date _____
Review Period From _____		To _____
<b>Comment in the sections below on the following work traits and performance factors as they relate to the individual's job responsibilities:</b>		
Job knowledge needed for own work and work of others Quality and quantity of work Decision-making effectiveness and soundness Oral and written communications skills Flexibility and adaptability Effectiveness in relation to others in department		Effective use of manpower and services Ability to work with others Development of subordinates Effectiveness as supervisor Initiative and creativity Affirmative Action performance (for those with hiring responsibility)
Summarize significant strengths and results achieved in the last year: _____		
Set personal and department objectives to be achieved in the next year: _____ (if appropriate describe specific performance skills needing improvement or development)		
Summary statement of overall effectiveness of individual in relation to this position: _____		
SIGNATURES: _____ Date _____		
Supervisor _____ Ext. _____ Employee _____ Ext. _____		
Department Head _____ Personnel Department _____		
Employee comments: (Please use reverse side of this form)		
The original of this form will be filed in the employee's central personnel file and will be available for inspection upon the request of the employee. Two additional copies should be made, one for the department files and one for the employee.		

## Three Phases

There are three phases in the performance evaluation program: evaluation, discussion, and goal-setting. Each form provides for evaluation of several aspects of performance, and carries space for the employee's signature. Before asking for an employee's signature, the supervisor engages in a discussion of the evaluation with the employee. Special emphasis may be placed on setting goals for the upcoming year. This is to benefit the supervisor in drawing on the skills of each employee to the fullest, and to help the employee know what is expected of him or her.

COMMENTS ON THE EMPLOYEE'S OVERALL PERFORMANCE	
Please outline the employee's abilities and aptitudes which contribute most to the position: _____	
Objectives for next _____ months: Please indicate any skills or areas of knowledge that the employee should acquire or develop further: _____	
If the employee has made any special contributions to the department, please comment here. State where employee's performance stands in relation to others in department: _____	
Comment on progress made in those areas noted as in need of improvement in previous Performance Evaluations: _____	
Signatures: _____ Date _____ Ext. _____	
Department Head _____ Date _____ School _____ or Department _____	
<b>TO BE COMPLETED BY THE EMPLOYEE:</b>	
This evaluation has been discussed with me: Signature _____ Date _____	
EMPLOYEE'S COMMENTS: _____	
The original of this form will be filed in the employee's central personnel file and will be available for inspection upon the request of the employee. Two additional copies should be made, one for the department files and one for the employee.	

# ON CAMPUS

## March 31-April 12

### To list an event

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

## Children's Activities

### Art Workshop

ICA presents a workshop, *Imaginary Machines*, giving children a chance to build machines using unusual materials, share in a discussion and see the current exhibition of *Machineworks: Vito Acconci, Alice Aycock and Dennis Oppenheim*. The workshop is primarily designed for children five-12 years old who must be accompanied by an adult.

**April 4** for ICA members' children

**April 1** for general public's children free in the ICA galleries from 11 a.m.-noon.

### Architecture Workshop and Tour

*Architecture for Children: The Gingerbread Age*, a workshop and tour of various aspects of life in Victorian America, a special program of CGS, is **April 11**. The program begins with a workshop on Victorian life and architecture, followed by a walking tour to discover Victorian houses — peaked towers, unusual windows and lots of the famous gingerbread trimmings. Fee: \$15 for one parent and one child, \$5 for each additional family member. Call Ext. 6479 for more information.

## Exhibits

**March 31** opening of a new permanent installation, *India at The University Museum*, a new gallery of South and Southeast Asia: informal opening day reception, 3-7 p.m. (today) free.

**April 1-April 15** *Archaeology: Past, Present and Future*, a photographic display of the adventure and research that is part of discovering ancient people, the traveling exhibition from the Archaeological Institute of America is in observance of AIA's 100th anniversary in 1979, at the Kress Gallery of the University Museum.

**April 6-May 3** *Exhibition of pastels, drawings and prints* by Gerald K. Geerlings, '22 alumnus of GSFA who recently donated the works to GSFA, at Furness Fine Arts Library, Furness Building.

**Through April 3** *Sculpture by Eric Berg and prints by Dolores Sprague*, at the Faculty Club Gallery.

**Through April 8** *The Print Show* at the Philomathean Gallery, 4th floor, College Hall.

**Through April 19** *Machineworks: Vito Acconci, Alice Aycock, Dennis Oppenheim*, these artists created new machineworks expressly for this exhibition, also on exhibit are drawings, models and related materials, at the ICA Gallery.

**Through April 24** *Illustrated Books from the Collection*, at the Lessing J. Rosenwald Gallery, 6th floor, Van Pelt Library.

**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 September** *Black Presence in the Law School—1888-1981*, at the rotunda of the Law School Building.

**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.

**Furness Fine Arts Library Hours** Monday-Thursday, 9 a.m.-11 p.m.; Friday, 9 a.m.-10 p.m.; Saturday, 10 a.m.-5 p.m.; Sunday, 1-11 p.m.

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

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

**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.



Gilt bronze Buddha in attitude of Do not Fear, from Siam, 16th-17th century, in the new permanent installation India at the Museum, opening today. See Exhibits at left.

### ICA Gallery Tours

**Through April 19** A special program of gallery tours during the exhibition of *Machineworks: Vito Acconci, Alice Aycock, Dennis Oppenheim*. Tuesdays, 11 a.m. and Sundays, 3 p.m. at the ICA.

### University Museum Gallery Tours

**April 1** *North American Indians*

**April 5** *Africa*

**April 8** *Buddhist and Hindu Art*

**April 12** *China*

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

## Films

### Exploratory Cinema

**April 1** *Handmaidens of God* (Diane Letourneau, 1979, Canada).

**April 8** *Cinema Dead or Alive* (Urs Graf, Mathias Knauer, Hans Sturm and the Zurich Film Collective, 1977, Switzerland)

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

**April 4** *Persona*

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

**April 1** *Celtic Trilogy*, 7:30 p.m.

**April 2** Workshop with Kathleen Dowdey on the *Interplay of Culture and Politics in Film*, 3-6 p.m. *Wise Blood*, 7:30 and 9:30 p.m.

**April 3** *Wise Blood*, 4 p.m.; *Hito Tata* with producer Steve Tatsukawa, 7:30 p.m.; *Wise Blood*, 9:30 p.m.

**April 4** Workshop with Steve Tatsukawa on *Making Educational Films for and about Minority Communities*, 1-4 p.m.

**April 8** Discussion of films selected from 8th Annual Northwest Film and Video Festival by Amos Vogel, professor of communication at Annenberg School, 7:30 p.m.

**April 9** *The Life and Times of Rosie the Riveter and Love It Like a Fool*, 7:30 p.m.; *Black Moon*, 9:30 p.m.

**April 10** *Black Moon*, 4 p.m.; Films by six independent black filmmakers from Washington, D.C. with filmmaker Alonzo Crawford, 7:30 p.m.; *Rosie the Riveter and Love It Like a Fool*, 9:30 p.m.

**April 11** Workshop with Alonzo Crawford on *Filmmaking as a Community Consciousness-Raising Process*, 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

**April 4** *Everything You Wanted to Know About Sex But Were Afraid to Ask* (Woody Allen), 7:30 and 11:15 p.m.; *The Odd Couple*, 9:15 p.m.

**April 9** *Richard Pryor Live in Concert*, 8 and 9:45 p.m.

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

## 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: April 8** open to members and invited guests, 4-6 p.m. in the Council Room, Furness Building.

## Music

**April 1** The Philadelphia Singers present *Off Beat Broadway* in Zellerbach Theatre at Annenberg Center.

**April 3** *An Evening With Maynard Ferguson* features performances by Maynard Ferguson and his orchestra and separate performances by the Penn Jazz Ensemble, 7 and 10 p.m. at Annenberg Center's Zellerbach Theatre. This is an Artsfest event: \$2 discount for students with ID.

Eugene Narmour conducts the University Symphony Orchestra in Beethoven's *Symphony No. 3 (Eroica)*, Tchaikovsky's *Overture to 1812* and Smetana's *Overture to the Bartered Bride*, 8:30 p.m. in Irvine Auditorium.

**April 4** *Florentine Music in the Age of Boccaccio*, sensuous madrigals, lively arabic-inspired *estampies* and amusing *cacce* are performed by Collegium Musicum singers and instrumentalists, 8 p.m. in the Zellerbach Theatre at Annenberg Center. Tickets: \$4 (\$2 for students and senior citizens) at the door or in advance.

*Puerto Rican Concert and Dance Party*, part of the Ethnic Folklife Festival at International House includes an evening of traditional Puerto Rican music featuring the bamba, plena and jibaro music by local performers from the Philadelphia community, at 8 p.m. Tickets: \$4., \$2 for children and senior citizens.

**April 5** *Irish Concert*, part of the Ethnic Folklife Festival at International House features singer and banjo player Mick Moloney, fiddler Eugene O'Donnell, Irish step-dancing champions Donny and Barbara Bolden, fiddler Liz Carroll, mandolin player Andy Irvine and the Philadelphia Ceili Group, at 8 p.m. Tickets: \$4, \$2 for children and senior citizens.

**April 10** William Parberry conducts the University Choir in Bach's *Massa Brevis in F Major*, Faure's *Cantique de Jean Racine* and early lieder, 8:30 p.m. in the Tabernacle Church.



## Special Events

**April 4 African-American Festival**, part of the Ethnic Folklife Festival at International House includes storytelling, a Gospel workshop, Swahili for children, a reggae workshop, craft demonstrations and dance workshops. Afro-American children's games and films. Traditional African-American food will be sold, noon-5 p.m. Tickets: \$3, \$2 for children and senior citizens.

**April 5 Jewish Festival**, part of the Ethnic Folklife Festival at International House includes traditional Jewish storytelling, violin and bayan music by Russian musicians, dance performances and workshops and a slide-tape documentary of a kosher delicatessen. A workshop on Yiddish and Ladino music, a demonstration of crocheting prayer shawls and head coverings and demonstrations of cooking potato knishes, fried matzo and haroset will be held, noon-5 p.m. Tickets: \$3, \$2 for children and senior citizens.

**April 8-10 Sixth National Conference: Nursing of Children** sponsored by School of Nursing Center for Continuing Education and CHOP, 9 a.m.-4 p.m. at The Children's Hospital of Philadelphia; Renee Hill at Ext. 4522.

**April 9-11 Spring Fling**, includes opening parade, crafts and food sales, carnival booths and entertainment.

**April 10 FAS Dean's Visiting Fellow Program** sponsors *The Struggle for Equal Rights and the Law: Historical Reminiscences 1950-1980*, moderated by Hon. Leon A. Higginbotham, judge, U.S. Court of Appeals, Third Circuit with a panel including professors and attorneys, 10-11:30 a.m. at Room 213 in the Law School.

**April 10-12 A** scholarly conference on *Research Advances in Sexology*, sponsored by the Society for the Scientific Study of Sex, at the University City Holiday Inn. For information about conference registration and fees call Dr. Kenneth George, Graduate School of Education, at Ext. 5195.

**April 11 College Day** sponsored by the Society of the College. The Alumnae and Alumni of the Arts and Sciences Program will honor the biology department.

**April 11 New Bolton Center**, the large animal facility for the University's School of Veterinary Medicine *Annual Open House*, 10 a.m.-3 p.m., includes exhibits, demonstrations and hospital facilities will be open to visitors. New Bolton Center is in Chester County on Route #926 near Kennett Square.

## Sports

**March 31 Men's Baseball** vs. Temple, 3 p.m. at Temple University; *Softball* vs. Ursinus, 3:30 p.m. at Hollenbach Field.

**April 1 Golf team** vs. Princeton/Columbia, 1 p.m. at Gulph Mills Golf Club; *men's lacrosse* vs. Navy, 7 p.m. at Franklin Field.

**April 2 Women's Lacrosse** vs. West Chester, 7 p.m. at Franklin Field.

**April 3 Men's Baseball** vs. Brown, 3 p.m. at Bower Field.

**April 4 Men's Baseball** vs. Yale, noon at Bower Field; *men's tennis* vs. Yale, 2 p.m. at Lott Tennis Courts; *women's tennis* vs. Cornell, 10 a.m. at Lott Tennis Courts.

**April 5 Women's Tennis** vs. Brown, 10 a.m. at Lott Tennis Courts. *men's tennis* vs. Brown, 1 p.m. at Lott Tennis Courts.

**April 6 Golf team** vs. Lafayette, 1 p.m. at Gulph Mills Golf Club.

**April 7 Softball** vs. Drexel, 3:30 p.m. at Hollenbach Field, *women's lacrosse* vs. Swarthmore, 7 p.m. at Franklin Field.

**April 10 Men's Tennis** vs. Army, 2 p.m. at Lott Tennis Courts. *men's baseball* vs. Army, 3 p.m. at Bower Field; *softball* vs. Textile, 4 p.m. at Hollenbach Field.

**April 11 Women's Crew** vs. Syracuse and Georgetown, 10 a.m. at Schuylkill River, *men's baseball* vs. Cornell, noon at Bower Field; *softball* vs. Trenton, 1 p.m. at Hollenbach Field; *women's outdoor track* vs. Bucknell, 1 p.m. at Franklin Field; *men's tennis* vs. Cornell, 2 p.m. at Lott Tennis Courts.

## Talks

**March 31 Hans Rademacher Lecture** in Mathematics presents Dr. Marcel Berger, Université de Paris VII, on *Some Inequalities in Riemannian Geometry*, Part II, 3 p.m. at Room A-8, David Rittenhouse Laboratory.

Tinkler Lectures present Janice Perlman, city and regional planning, University of California, on *Updating the Myth of Marginality: Slumdwellers in Rio de Janeiro*, 4 p.m. at 285 McNeil Building.

Medieval Studies Group presents Dr. Thomas Waldman, associate director, Lilly-Pennsylvania Program, on *A Cowardly Father and His Son: Stephen of Blois and Stephen King of England*, 5 p.m. at Conference Room, 1st floor, Van Pelt Library.

Economics Research Unit, Department of Economics and Graduate Economic Society present a roundtable panel on *The Reagan Economic Policies and Alternatives: An Appraisal*, 8-10 p.m. at Room B-1 Vance Hall.

**April 1 A-3 Assembly** presents Kathy Pollak, vice dean, CGS and Summer Sessions; Suellen Lazarus, assistant director, Student Financial Aid and Robert MacDonald, director, Wharton Evening School on *A-3s as Students*, two sessions, noon-1 p.m. and 1-2 p.m. (bring your lunch) at HSP Room, Houston Hall.

Hans Rademacher Lecture in Mathematics, Part III (see March 31).

Department of Geosciences, Pennsylvania State University, on *Stable-Isotope Studies in the Permian Oslo Rift, Norway: Implications for Petrogenesis and Metallogenesis of Continental Rifts*, 4 p.m. at Room 104, Hayden Hall.

Department of Physical Therapy Research Seminar presents Dr. Shirley Sahrmann, PT, Washington University Medical School, on *Pathokinesiology of the Upper Motor Neuron Syndrome and Muscle Spasticity*, 5 p.m. at Room 208, Nursing Education Building.

Medical Ethics Society presents Dr. Loren Roth, director, Law and Psychiatry Program, University of Pittsburgh, on *Ethical Issues in Psychiatry: Special or Not?*, 5:30 p.m. at Silverstein Room at HUP.

Graduate School of Fine Arts presents Neil Welliver, co-chairman, Department of Fine Arts at Penn, 6 p.m. at Alumni Hall, Towne Building.

ICA presents gallery dialogues featuring artist Dennis Oppenheim, on *Machineworks*, 8 p.m. at the Institute of Contemporary Art galleries.

**April 2 Hans Rademacher Lecture** in Mathematics, Part IV (see March 31).

Department of Civil and Urban Engineering present Sir Peter Shephard, landscape architect and former dean of School of Fine Arts, addressing the Fifth Herbert Spencer Lecture, 3:30 p.m. at Alumni Hall, Towne Building.

**April 2-3 Seventh Annual Spring Symposium** sponsored by the Afro-American Studies Program in cooperation with the Black Centenary, on *Blacks in the Year 2000*, at Houston Hall. Call Ext. 4965 for more information.

**April 4 CGS Saturday** at the University Series presents Hon. David L. Bazelon, Senior Circuit Judge, U.S. Court of Appeals for the District of Columbia Circuit and Renee C. Fox, Annenberg Professor of the Social Sciences, on *The Courts and the Public: Policy Decisions about High Technology and Risk*, 10 a.m. at the University Museum.

**April 6 Clinical Epidemiology** Unit of the Section of General Medicine and Graduate Group in Epidemiology present Dr. Alan K. Kreger, chief, Computer Users Staff, National Center for Health Sciences on *National Death Index Sys-*

*tem: A Resource for Epidemiologic Research*, 2-3 p.m. at Room 112 NEB.

Department of Chemical Engineering Seminars present Louis Doelp, Air Products and Chemicals, Inc., on *Hazard Risk Analysis*, 3:30 p.m. at Alumni Hall, Towne Building.

Department of History and Sociology of Science present Dr. George Wise, General Electric Research Center, on *Reinventing Industrial Research: General Electric's Experience in 1900 and 1950*, 4 p.m. at Seminar Room 107, Smith Hall.

Language in Education present Dr. John Fought, graduate chairman and linguistics professor, on *Patterns in Oral Narratives in Chorti Mayan*, 7-8:30 p.m. at D-9 and 10, Education Building.

Department of Slavic Languages and Literatures present George G. Grabowicz, associate professor, Harvard University, on *Three Perspectives on the Cossack Past: Gogol, Sevcenko, Kulis*, 7:30 p.m. at West Lounge, Williams Hall.

**April 7 Department of Psychiatry** presents Dr. Joseph Wolpe, professor of psychiatry, director, Behavioral Therapy Unit, Temple University School of Medicine, on *Reactive Depression: Experimental Analogue and Treatment*, 11:30 a.m.-1 p.m. at Medical Alumni Hall, HUP.

Clinical Smell and Taste Research present Dr. Lloyd Beidler, department of biological sciences, Florida State University, on *Electrical Taste and Transduction*, 4 p.m. at Dunlop A, New Medical Education Building.

School of Social Work presents the Kenneth L.M. Pray Memorial Lecture featuring Dr. June Axinn, 1981 Pray Professor, on *Women, Social Work and Social Reform*, 4-6 p.m. at Room B-6, Stiteler Hall.

Group for Humanities and Medicine presents an Interdisciplinary Faculty Seminar on *Suffering and Healing* featuring Dr. Lena Allen-Shore, School of Social Work, on *The Ten Steps of Life*, 4:30 p.m. in the Annenberg School of Communications auditorium.

The Honorable Ilter Turkman, Foreign Minister of Turkey, will speak on Turkey: *Restored Stability in a Region of Turmoil*, 5:30 p.m. at Room 100 Law School.

**April 8 Department of Microbiology**, School of Medicine, presents Dr. Paula Pitha, Oncology Center, Johns Hopkins University, School of Medicine, on *Effects of Interferon on the Expression of Murine Leukemia Virus Genes*, 4 p.m. at 196 Medical Labs Auditorium.

Graduate School of Fine Arts presents Bernard J. Nieman, professor of landscape architecture, Institute for Environmental Studies, University of Wisconsin, 6 p.m. at Alumni Hall, Towne Building.

ICA presents gallery dialogues featuring artist Alice Aycock, on *Machineworks*, 8 p.m. at the Institute of Contemporary Art galleries.

FAS Leon Lectures present Dr. D. Allan Bromley, director A.W. Wright Nuclear Structure Laboratory, Yale University, on *Energies of the Future*, 8:15 p.m. at Alumni Hall, Towne Building.

**April 9 Department of Geology** presents Dr. John G. Miller, Penn professor emeritus of chemistry, on *Aspects of the Infrared Spectroscopy of Clay Minerals. Especially Kaolinite*, 4 p.m. at Room 104, Hayden Hall.

The 1980-81 President's Lecture will be given by Dr. Benjamin F. Hammond, professor and chairman of microbiology in the School of Dental Medicine, on *Oral Microbial Ecology: A Sociological Approach*, 4:30 p.m. in the Annenberg School of Communications auditorium.

**April 11 Penn Women's Center** presents *Image: The Violent Pornography Question*, the second of a series of discussions, featuring Larry Gross, associate professor of communications, Annenberg School; Deirdre English, author, feminist, executive editor, *Mother Jones* magazine; special showing of film *Women in Danger*, 7:30 p.m. at Room B-6, Stiteler Hall.

Department of Orthopaedic Surgery presents *Postgraduate Workshop for Electrically Induced Osteogenesis*, Dr. Carl Brighton, course director. Call Nancy Wink at Ext. 8006 for more information.

## Theatre

**April 2 Danceteller** performance in Zellerbach Theatre at Annenberg Center.

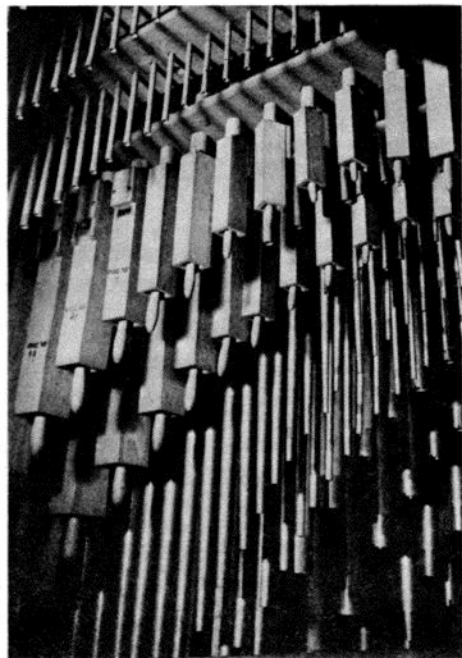
**April 2, 3 Germantown Theatre Guild** presents *Sojourner Truth* at Annenberg School.

**April 7 through 16 Long Wharf Theatre** on Tour presents *The Lion in Winter* by James Goldman (Annenberg Center Theatre Series) in Zellerbach Theatre at Annenberg Center.

**April 9, 10, 11 Advanced Theatre Laboratory** production in Studio Theatre at Annenberg Center.

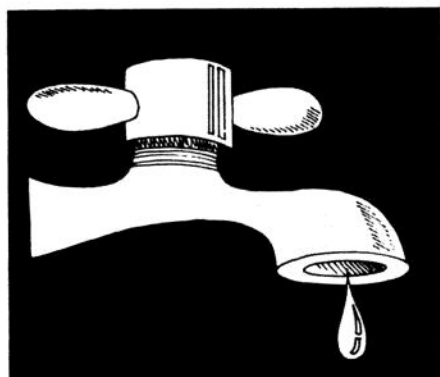
**April 10, 11 Group Motion** in Prince Theatre at Annenberg Center.

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



### The Pipes of Penn

The Curtis Organ Restoration Society and Penn Union Council present a recital by alumnus Dr. Robert Elmore on the newly restored Curtis Organ, April 7, 8 p.m. in Irvine Auditorium.



## Down the Drain

The water shortage is off again/on again, but ideas on conservation have begun to trickle in. Among them:

**Making coffee:** Turning on the tap before putting the pot under the spigot is a common habit easily changed without self-denial. A bigger waste may come during cleanups — filling a pot several times to rinse it, letting the tap run while sloshing it around and emptying it down the drain. Try a little water with a long-handled brush, and if a second rinse is indicated, don't pour it out at all if you will soon be . . .

**Watering plants:** Although the City has floated the suggestion of watering houseplants with dirty dish-water, experienced growers caution that some plants shrivel at the notion. But traces of coffee or tea will not harm most, and some thrive on it. When starting with fresh water, gauge what you need, and if you draw too much don't pour it out; it will keep.

**Washing hands:** Two great wastes here are turning water on full force when a trickle is enough (as when soaping), and leaving it on between operations or while reaching for a towel. Instead of running more water to tidy a sink, wipe it down with your about-to-be discarded towel. And especially check to see that taps are turned all the way off; a steady drip can waste as much water as you just saved. —K.C.G.

# OPPORTUNITIES

Listings are condensed from the personnel bulletin of March 30, 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;  
**Ledy Lab:** first floor, outside Room 102;  
**Logan 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 to be determined. Resumes are required for administrative/professional positions.

## Administrative/Professional Staff

**Accountant I** (3583) \$11,400-\$15,800.  
**Accountant II** (3765) \$14,200-\$19,625.  
**Accountant, Operations** (3814).  
**Applications Programmer II** (3747) \$16,325-\$22,600.  
**Assignment/Billing Officer** (3793) \$11,400-\$15,800.  
**Assistant Director** (3753).  
**Assistant Director** (B0879) \$16,325-\$22,600.  
**Assistant Director** (3773) \$14,200-\$19,625.  
**Assistant Editor** (3820) \$11,400-\$15,800.  
**Assistant Vice President, Budget & Finance** (3625).  
**Associate Development Officer III** (2 positions) (3653).  
**Associate Director for Administration** (3394) \$16,325-\$22,600.  
**Associate Director, Operations** (3742).  
**Business Administrator I** (2 positions) (3761) (B0875) \$11,400-\$15,800.  
**Business Administrator II** (3 positions) \$12,375-\$17,425.  
**Business Administrator III** (2 positions) (3802) (3721) \$14,200-\$19,625.  
**Business Administrator IV** (B0944) completes financial and administrative management of Federal and State grants; all University funds, Hospital departmental funds and an internal Medical Group (degree in accounting/management; five to seven years' experience, preferably in an academic institution).  
**Coordinating Assistant I** (B0853) executive assistant to principal investigator on large NIH grant; budget, assists in preparation of grant renewals; coordinates patient flow for randomization protocols; types manuscripts and papers; answers telephones (two years' experience as secretary, type 75 wpm, shorthand, dictaphone, good telephone manner, some bookkeeping experience, knowledge of medical terminology) \$10,750-\$13,350.

**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**.  
**Labor Relations Assistant** (3704) \$12,375-\$17,425.  
**Office Manager** (B0873) \$11,400-\$15,800.  
**Operations Manager** (3807).  
**Programmer Analyst I** (3738).  
**Registrar** (3760).  
**Research Coordinator** (B0952) evaluates patients for participation in studies, coordinates treatment schedule; provides nursing care, works as staff nurse (experienced research nurse; some experience in data collection, patient randomization, clinical trials and venopuncture) \$14,000-\$19,625.  
**Research Coordinator** (B0928).  
**Research Specialist I** (3 positions) \$12,375-\$17,425.  
**Research Specialist I** (B0945) in an intestinal transport laboratory, operates scintillation counter, spectrophotometer, in specific electrodes, electrometer, analytic balance, programmable calculator, prepares reagents and performs enzymatic assays; performs small animal anesthesia and surgery (knowledge of statistics and intestinal physiology; three to five years' experience) \$12,375-\$17,425.  
**Research Specialist II** (3717) \$14,200-\$19,625.  
**Research Specialist II** (B0943) conducts experiments for transmission and scanning electromagnetic analysis; responsible to the principal investigator for keeping scientific records and collaborating in the preparation and presentation of scientific reports (degree with three to five years' experience; knowledge of quantitative E.M. autoradiographic and immunocytochemistry) \$14,200-\$19,625.  
**Research Specialist III** (B0942) establishes and maintains several lines of organotypic and dissociated neuronal tissue cultures; identifies and isolates specific neuronal proteins using microbiochemical techniques (five years' experience; Ph.D. preferred) \$16,325-\$22,600.  
**Research Specialist, Jr.** (B0912) \$11,400-\$15,800.  
**Senior Programmer Analyst** (B0859).  
**Staff Nurse** (3821) \$11,400-\$15,800.  
**Technical Writer** (B0930) \$11,400-\$15,800.  
**Vice-Dean, Law School** (3434).  
**Vice President for Operational Services** (3786).

## Support Staff

**Accounting Clerk** (3816) \$7,700-\$9,425.  
**Administrative Assistant I** (7 positions) \$8,775-\$10,850.  
**Administrative Assistant II** (3 positions) \$9,400-\$11,675.  
**Air Conditioning and Refrigeration Mechanic** (5 positions) maintains and repairs air conditioning and refrigeration systems; trouble shoots and takes corrective action to keep the systems in fully operational condition (five years' experience; educational background in air conditioning from a technical school) Union wages.  
**Animal Laboratory Supervisor I** (3811) \$13,700-\$16,875.  
**Billing Assistant** (B0936) \$8,775-\$10,850.  
**Bookstore Clerk I** (3349) \$6,725-\$8,175.  
**Clerk I** (5 positions) \$6,325-\$7,625.  
**Clerk III** (3825) receives insurance and DPA forms from students, processes forms for payment, audits payments for accuracy, communicates with insurance companies; helps with implementation of computerized system (high school

graduate; three to five years' experience in insurance or dental office, ability to work with details and with people) \$7,700-\$9,425.  
**Collection Assistant** (3781) \$8,250-\$10,150.  
**Coordinating Assistant** (3815) \$9,400-\$11,675.  
**Data Control Clerk** (B0921) \$8,775-\$10,850.  
**Data Control Coordinator** (B0822) \$10,025-\$12,400.  
**Electronic Technician I** (B0399) \$9,600-\$11,700.  
**Electron Microscope Technician I** (B0918) \$9,600-\$11,700.  
**Farmhand** (9 positions) (B0882) \$5,725-\$7,235.  
**Film Production Assistant** (3523) Hourly wages.  
**Herdman I** (B0923) \$11,100-\$12,300.  
**Junior Accountant** (2 positions) (3748) (3806) \$8,775-\$10,850.  
**Keypunch Operator** (B0849) \$7,700-\$9,425.  
**Laboratory Assistant** (3690) \$6,825-\$8,175.  
**Operator II, Duplicating Machine** (B0894) \$8,250-\$10,150.  
**Plumber** (2 positions) (3697) (3699) Union wages.  
**Police Officer** (5 positions) (3797) Union wages.  
**Programmer I** (3727) \$10,025-\$12,525.  
**Project Budget Assistant** (4 positions) \$8,775-\$10,850.  
**Psychology Technician I** (3 positions) \$10,700-\$13,125.  
**Psychology Technician II** (B0950) assists in the development of experimental designs; supervise technicians, coordinates supply procurements (three years' experience in technical behavior work) \$12,000-\$14,750.  
**Receptionist** (3800) \$6,725-\$8,175.  
**Receptionist II** (2 positions) (3809) (3665) \$8,250-\$10,150.  
**Receptionist III** (3719) \$8,775-\$10,850.  
**Research Laboratory Technician II** (5 positions) \$9,600-\$11,700.  
**Research Laboratory Technician III** (15 positions) \$10,700-\$13,125.  
**Secretary II** (8 positions) \$7,700-\$9,425.  
**Secretary III** (19 positions) \$8,250-\$10,150.  
**Secretary IV** (2 positions) (3789) (B0827) \$9,400-\$11,625.  
**Secretary, Clinical III** (3804) \$8,775-\$10,850.  
**Secretary, Medical/Technical** (6 positions) \$8,775-\$10,850.  
**Secretary, Word Processing** (B0919) \$8,775-\$10,500.  
**Store Cashier** (3735) \$6,325-\$7,625.  
**Supervisor, Mechanical Systems** \$15,375-\$19,025.

## Part-time Positions

### Administrative/Professional

**Programmer Analyst I** (B0652) Hourly wages.  
**Staff Physician** (2 positions) (B0525) (B0526).

### Support Staff

**Extra Person** (4 positions) Hourly wages.  
**Clerk/Typist** (3769) Hourly wages.  
**Laboratory Assistant** (B0892) Hourly wages.  
**Manuscript Typist** (B0767) Hourly wages.  
**Psychology Technician** (B0916) Hourly wages.  
**Receptionist I** (3747) hourly wages.  
**Research Assistant** (B0891) Hourly wages.  
**Research Laboratory Technician** (B0891) 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.

ALMANAC March 31, 1981