

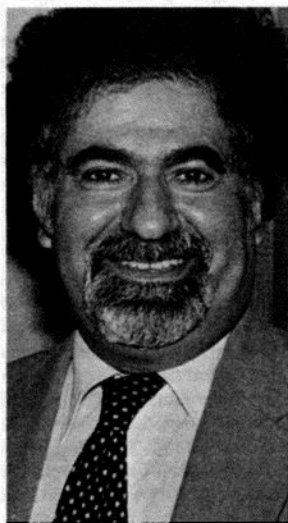
# Almanac

Tuesday, April 14, 1981

Published by the University of Pennsylvania

Volume 27, Number 29

**To New York June 1:** Dr. Vartan Gregorian will become president and chief executive officer of the New York Public Library June 1, with a goal of "reasserting the intellectual and cultural preeminence it had in the thirties and forties when it was known as 'the people's university'," the former provost said. With 22 million volumes in the Fifth Avenue landmark and 83 branches "the Library is central to graduate study in New York's research universities, to the Research Library Group and the United Nations," Dr. Gregorian said. "Its problems are part fiscal, part technical — to cope with an information explosion and the deterioration of materials, as well as inflation — but the leaders of New York's financial and intellectual community are behind it." Along with the Gregorian appointment, the Library announced Monday that Andrew Heiskell, former chairman of Time, Inc., will be its new board chairman; he is also chairman of Harvard's Board of Overseers.



Valerie Duhig

**To Hunter September 1:** Dr. Ruth Leventhal, acting dean of SAMP since 1977, goes to Hunter College in September as dean of health sciences school. Begun 11 years ago to develop health-related programs for the CUNY system, the school went "on hold" during the 1975 financial crisis, Dr. Leventhal said, but new \$2 million laboratories have now been provided for the school's five programs, one of them at Ph.D. level and two others at master's. Upgrading the remaining two to master's level are major goals, Dr. Leventhal said. The 1961 SAMP alumna, who took her Ph.D. here in 1973 in parasitology, has been associate professor at SAMP, Medicine and Veterinary Medicine. Next month at Commencement, when as acting dean she presents SAMP's last graduating class for their degrees, Dr. Leventhal will also be presented — for her MBA from Wharton.



**D.P. Column:** *The Daily Pennsylvanian's* Board of Managers dropped senior Dom Manno's Cityside column, and suspended editorial chairman Liz McMullen for a week, on the basis of April 1's "Bullets or Ballots".

**Administrative Warning:** Sigma Nu Fraternity has been placed under administrative warning, which Fraternity Affairs Director Dr. Martin Stamm described as the strongest action the University can take pending the outcome of investigations of complaints of harrasing passersby as pledging activity.

**Religious Holidays:** The Provost's Office reminds faculty and students that no examinations should be given, or assigned work made due, on Good Friday (April 17) or the first two days of Passover (April 19/20). Personnel Relations notes that Good Friday is observed as a holiday, with support staff who are required to work compensated at holiday rates.

## INSIDE

- **Senate: Issues for April 22 Spring Meeting, p.2**  
**Reports on Faculty and Administration, p.3**
- **Speaking Out: Amado & Wales on Salary/Tuition, p.3**
- **Report of the Task Force on Quality of Teaching, p.4**
- **Draft Statutes of the University, p.6**  
**Insert: Dental Benefits Plans**

## Council: OK on Planning/Budgeting Merger

At its April 8 meeting, the University Council voted support for President Sheldon Hackney's proposal to merge budget and academic planning into a University Planning and Budgeting Advisory Committee (*Almanac* March 31), adding one amendment which increases student representation from two members to four. The only other action was passage of the motion to increase faculty-student liaison membership on Trustees committees (*Almanac* March 3 and 10).

## Senate and Council: Presidential Searches

Council's ad hoc committee report, below, is being forwarded to the Trustees Executive Board, which meets Wednesday; is on the Senate Spring Meeting agenda for April 22; and goes to Council April 29. See also the Senate Chair's comments on page 2 and the preface to the Draft Statutes on page 6.

### *Proposed Standing Resolution on the Consultative Committee for the Election of the President (Article 3.2.b. of the Proposed Revised Statutes)*

The consultative committee to advise the Executive Committee in the nomination of a candidate or candidates for president shall be composed of six trustees, eight members of the Faculty Senate and four students. The trustee members and the chair of the committee shall be selected by the Executive Committee and shall include at least one alumni trustee. The faculty members shall be selected by the Faculty Senate Executive Committee. Two student members shall be undergraduates, one shall be a graduate student and one a student from a professional school. The student members shall be selected by the appropriate student governance organizations. The charge to the consultative committee shall come from the Executive Committee and shall be reviewed by the consultative committee. The consultative committee shall endeavor to carry out a broad search and solicit suggestions from the entire University community, alumni, and friends of the University.

Acceptance of appointment to the consultative committee signifies full acceptance of the obligation to preserve the confidentiality of the identity of candidates and the proceedings of the committee, except where disclosure of such matters is expressly authorized by the consultative committee as part of its efforts to obtain information about and to evaluate candidates. The members of the consultative committee shall, in a manner consistent with their obligation of confidentiality, attempt to obtain information about inside and outside candidates from a broad range of faculty, students and administrators at this and other institutions.

In reporting to the Executive Committee, the consultative committee shall endeavor to present affirmative recommendations of at least three candidates. The consultative committee may rank-order the candidates that it affirmatively recommends to the Executive Committee.

Members of the Executive Committee shall endeavor to make a nomination or nominations for president from among the candidates affirmatively recommended by the consultative committee. In making a nomination or nominations, members of the Executive Committee are not bound by any rank-order recommended by the consultative committee. If members of the Executive Committee, after review of the recommendations of the consultative committee, wish to nominate a candidate or candidates not affirmatively recommended by the consultative committee, the Executive Committee shall so inform the consultative committee and seek the consultative committee's specific advice about the proposed nomination or nominations before presenting such nomination or nominations to the Trustees. When presenting a nomination or nominations for president to the Trustees, the Executive Committee shall communicate to the Trustees the views of the consultative committee regarding the candidates or candidates so nominated.

The consultative committee shall submit a final report to the University community which shall include the relevant facts necessary to inform the University about the search process. The report shall be published in *Almanac*.

### *Ad Hoc Council Committee on Codification of Presidential Search Procedures*

Paul Bender (law), chair  
Michael Cohen (physics)  
Jean Crockett (finance)  
Larry Gross (communications)  
Phoebe S. Leboy (biochem/dent)

E.R. Schmidt (orthopaedic surgery)  
Allison Accurso (FAS '81)  
Randall Malamud (FAS '83)  
Robert Jarvis (law)  
Joseph Johnston (Wh. G.)

## April 22: Issues for Discussion and Decision

Last week's *Almanac* contained the agenda for the regular spring Senate meeting, which is scheduled for Wednesday, April 22, from 3:00 to 5:30 p.m. in Room 200, College Hall. Here, as promised, is a brief description of the principal issues likely to be discussed at that meeting. (In addition, President Hackney will present a report to the Senate and be available for questions.)

**1. Revision of the Rules of the Senate; Use of Mail Ballots.** The Senate Committee on Administration has proposed a comprehensive revision of the Rules of the Senate, to go into effect on July 1, 1981. The proposed revision, accompanied by a description of the substantive changes incorporated therein, has been sent to all Senate members and was published in *Almanac* March 24. I believe that the only seriously controversial provision of the proposed revision is Section 10(e), which would authorize the use of mail ballots to reconsider votes taken at Senate meetings in some circumstances.

Under the present (and proposed) Senate Rules, a quorum for Senate meetings is 100 Senate members (out of a total membership of approximately 2000). Moreover, if such a quorum is present at the start of a meeting, the loss of a quorum during the meeting does not prevent action on resolutions distributed prior to the meeting. As a result, Senate actions have sometimes been taken with very few Senate members participating in the final vote, and with a very thin majority as well. In response to this situation, the Senate Executive Committee proposed several weeks ago that decisions at Senate meetings be open in some circumstances to reconsideration through a mail-ballot vote taken after the meeting. All Senate members, whether or not they attended the meeting, would be eligible to participate in this vote.

The Senate Committee on Administration, in considering SEC's proposal, found itself quite uneasy about the institution of any mail-ballot system. Such a system, it noted, would work a relatively radical change in the process of Senate decision-making. Votes would no longer necessarily follow open debate; nor would there be assurance that those voting were aware of, and had given consideration to, the range of issues and consequences involved in the vote. Mail ballots would, on the other hand, likely result in a greater total vote than has occurred at most recent Senate meetings. Because of SEC's recommendation, the Committee, though dubious, has included a mail-ballot provision in its proposed revision, but has limited that provision to those situations in which the arguments for reconsideration of a Senate meeting vote seemed to be most powerful. The Committee's draft would permit reconsideration only when the total vote at a Senate meeting is less than 100; when the prevailing vote at the meeting lacks a three-fourths majority; and when at least 100 Senate members petition for reconsideration. Members of SEC who favor a broader mail-ballot provision may introduce an amendment to that effect at the April 22 meeting. Those who oppose the mail ballot may move to strike the entire provision from the revised Rules.

**2. Proposed Consultation Procedures for the Appointment and Reappointment of Deans and University-wide Administrators.** This policy document, which originated in the Senate Advisory Committee about two years ago, would formalize a process of required administrative consultation with faculty and students in the appointment of administrators who have a significant influence on academic affairs. The degree and formality of consultation would vary with the academic importance of the appointment. The administration would consult with the University Committee on Consultation in cases of doubt as to the proper consultation level. In addition, the document would set presumptive twelve-year maximum terms of office for deans and provosts (a seven-year initial term plus a five-year reappointment, the reappointment to take place only after faculty-student consultation).

This proposed policy has recently been discussed by the Senate Executive Committee, in Council's Steering Committee, in Council itself, in the Council of Deans, and in meetings the Senate leadership has had with the president and provost. Except for one point, there seems now to be general agreement on the draft that is being distributed to Senate members with the agenda of the April 22 meeting. That apparent point of contention is the composition of the consultative committee for the selection of a provost. A large majority of Council's Steering Committee favors a consultative committee composed of 10 faculty, 2 undergraduate students and 2 graduate-professional students. An equally large majority of SEC, believing that a ratio of at least 3 to 1 should be maintained between faculty and students on such committees, prefers a 12 faculty-4 student committee (this, therefore, is the composition specified in the draft distributed to the Senate). However, at its most recent meeting SEC was closely divided as between such a committee and a smaller, 10 faculty-2 student committee (the composition employed in the current provost search). A bare majority of the SEC members voting on the question at that recent meeting favored a 12-4 committee over a 10-2 committee.

The consultation procedures policy will likely be discussed and acted upon by Council at its April 29 meeting. The administration plans to adopt a policy on this subject after receiving Council's recommendation. At the April 22 Senate meeting, the Senate will be asked to express its view on the whole policy, including its preferences regarding the precise composition of a provost search committee.

**3. Policy on Reappointment of Department and Graduate Group Chairs.** This is a recommendation of the Senate Committee on Administration, concurred in by SEC. The current Handbook does not contain provisions on this subject. The proposed policy (being distributed to Senate members with the meeting agenda) provides that chairs will not serve for more than six years without a performance review, and that total service in excess of twelve years will be "extraordinarily rare." Performance reviews will, of course, involve faculty participation.

**4. Faculty Compensation.** At the April 22 meeting, the Senate will hear a report by its Committee on the Economic Status of the Faculty on the arrangements being made in the University budget for total faculty compensation increases next year, and on the administration's plans for allocating these amounts as between across-the-board and discretionary increases. The overall budget figures, involving planned increases in the school and center budgets plus a sizeable central fund, should be set by the April 22 meeting. The Committee has been meeting regularly with the administration and has been relatively encouraged by the administration's plans for meeting the goals specified in the Senate's resolution of last fall. That resolution called for a total increase of 14 percent in faculty compensation for next year, in order to keep pace with inflation and begin to make up for losses in real income sustained over the past several years. The Committee has also tentatively proposed to the administration that, except in schools and departments where unusual circumstances exist, about three-quarters of the proposed total increase be allocated to across-the-board raises, with the remainder to be used for discretionary, equalization and promotional increases.

**5. Academic Freedom and Responsibility.** Efforts by the Provost's Office to implement a recent recommendation of a faculty grievance panel (favorable to the grievant) have revealed a potentially serious problem regarding the ability to safeguard the academic freedom of faculty whose salary or professional opportunities depend largely or entirely on entities that are not formally part of the University (such as affiliated hospitals or clinical practice partnerships composed of faculty members). The Committee on Academic Freedom and Responsibility will report on the matter and introduce a resolution that would call for the University to ensure that its arrangements with these outside entities contain provisions requiring adherence to University standards and procedures regarding faculty grievances, academic freedom and related matters.

**6. Codification of Presidential Search Procedures.** Elsewhere in this issue of *Almanac* are a proposed statutory provision (page 7) and a proposed Trustee Standing Resolution (page 1) that would codify presidential search procedures. These proposals are the result of the work of an ad hoc Council Committee which was established after the Senate called for codification at its regular Fall 1980 meeting. Under these proposals, the consultative committee utilized for presidential searches would be composed of 8 faculty, 6 trustees, and 4 students. The faculty members of the ad hoc Committee will report at the April 22 meeting on the status of their discussions with the Trustees, and will seek the Senate's views on the Committee's proposals.

**7. Clinician Educator Track at the Dental School.** The Committee on the Faculty has considered, and recommends Senate approval of, a clinician educator track at the Dental School that would be substantively similar to the track already approved at the Medical School. The proposal includes recommendations that members of the track be members of the Senate and of the Standing Faculty-Clinician Educators. The track would be limited to no more than 10 faculty appointments until at least July 1980, and would be reviewed by the Senate in 1984. The Dental School has agreed to adhere to guidelines for termination of clinician educators for insufficient generation of income identical to those approved by the Senate for use at the Medical School. This recommendation became final too late for materials to be sent to Senate members with the meeting agenda. Relevant materials will be available at the April 22 meeting.

The April 22 meeting should prove to be an interesting and important one. I hope as many Senate members as possible will attend.



## Committee on the Faculty (3/27/81)

Because of a large number of items for consideration, the Committee met every other week during the year. The following topics were considered:

1. *Guidelines for Termination of Clinician Educators.* Rules governing termination of Standing Faculty-Clinician Educators for failure to generate an appropriate level of practice income were formulated in consultation with Dean Stemmler of the School of Medicine and were forwarded to the Faculty Senate, where they were approved at the regular fall Senate meeting in November, 1980.

2. *DMD Degrees for Foreign-trained Dental Faculty.* A proposal to grant DMD degrees to foreign-trained dentists by virtue of their participation in the School of Dental Medicine's clinical programs was reviewed. The purpose of the proposal is to permit these dentists to obtain licensing by the State under current State regulations. The Committee considered the proposal to be an undesirable one. Alternative proposals were submitted to Dean Cohen and Matthew Hall, University Counsel. The proposals are presently being investigated.

3. *Faculty Retirement Date.* The Committee discovered that in 1976 the Trustees had approved a change in faculty retirement dates without faculty consultation. The change would have required some faculty to retire at the end of the month, rather than the academic year, when retirement age was reached. The Committee has received the administration's agreement to rescind this change and has drafted a proposal to that end that will shortly be presented to the Trustees.

4. *Titles of Wistar Institute Faculty.* A proposal that titles for Wistar Institute staff prefixed by the word "adjunct" should instead be prefixed by the phrase "Wistar Institute" was approved.

5. *Dental School Clinician Educator Track.* A proposal to create a clinician-educator track in the School of Dental Medicine was given provisional approval. The Committee stated a number of provisos, which, if accepted, would place the track in accordance with established University policy. The Committee is awaiting response by the Dental School. If the Dental School agrees with the Committee's provisos, the Committee will bring a recommendation to the Senate.

6. *A-1 and A-2 Extra Compensation.* A bulletin to augment the "Policy for Extra Faculty Compensation," outlining payment to A-1 and A-2 personnel for services performed across departmental lines, was reviewed and corrections were suggested.

7. *University Statutes Revision.* An article entitled "The Faculties and the Schools and Colleges" was drafted and submitted to the Chair of the Faculty Senate and the Secretary of the University for inclusion in the proposed revised Statutes of the University, to be acted upon by the Trustees. Standing resolutions of the Trustees to supplement this article were also redrafted for inclusion in the Handbook after Trustee approval. The Committee also formulated comments on other portions of the proposed revised Statutes.

8. *Research Faculty.* A series of questions were formulated for consideration by any faculty planning appointments to the research faculty. The Committee proposed to the Acting Provost that each school that wished to make such appointments in the future should respond to these questions and have a set of guidelines, governing the differences between research and standing faculty.

9. *Medical School Research Faculty Track.* A Medical School proposal for guidelines for appointment and promotion in the research track was reviewed and a

number of suggestions were made to provide safeguards against abuse of the track. The Committee has initiated discussion of these suggestions with Dean Stemmler.

10. *School of Nursing Ten-year Probationary Period for Faculty with Substantial Clinical Practice.* The Committee has begun consideration of this item.

11. *Conflicts of Interest.* The Committee has begun consideration of a document governing conflicts of interest among faculty members.

### Senate Committee on the Faculty

Paul Bender (law), ex officio  
C. Nelson Dorney (systems engineering)  
Sherman Frankel (physics)  
Carol P. Germain (nursing)  
Phoebe Leboy (biochem/dent), ex officio

Janice F. Madden (regional science)  
Eugene R. Nixon (chemistry)  
Robert E. A. Palmer (classical studies)  
Michelle Richman (Romance languages)  
Roger D. Soloway (medicine), chair

## Committee on Administration (4/3/81)

1. The Committee completed the drafting of provisions governing the term of appointment, review and reappointment of department and graduate group chairs, to be inserted in the Handbook for Faculty and Administration, and forwarded them to the Senate for action (agenda item #6 of the spring Senate meeting).

2. The Committee completed and transmitted a memorandum advising the Senate Nominating Committee on some criteria to be taken into account in nominations to the Senate Committee on the Economic Status of the Faculty.

3. The Committee discussed the improvement of trustee-faculty communications and consultation envisaged in the Senate resolution of 11/5/80. It was agreed that ideally the president should be the primary conduit for such interchange, that this should be raised with him at a later date, and that therefore no further action was indicated at the current time.

4. The Committee received and reviewed a draft of the proposed revised University Statutes. It completely redrafted Article 8, "University Governance," proposed a number of specific changes to Article 3, "The Officers," and made a general suggestion concerning Article 2, "The Trustees." The Committee sent these changes via the Senate Chair to the Secretary of the University. The Committee's draft of Article 8 will be included in the proposed revised Statutes to be published in *Almanac* for public comment. The Committee's other suggestions will be brought to the attention of the trustees.

5. The Committee redrafted the Rules of the Faculty Senate to accommodate the creation of the Senate Executive Committee in a manner concordant with the new University Council Bylaws. During this review of the Senate Rules the Committee made a number of improvements to their language, and several additional substantive changes (see 3/18/81 memo to Senate Members). The proposed new Senate Rules were forwarded to the Senate floor for action (agenda item #4 of the spring Senate meeting).

6. The Committee has received a draft of proposed organizational structures of the central administration prepared at the behest of President Meyerson by Professor Ross Webber. It is currently reviewing them and proposes to take appropriate action in the near future.

### Senate Committee on Administration

Regina Austin (law)  
Paul Bender (law), ex officio  
Richard C. Clelland (statistics)  
(until his appointment as  
acting associate provost)

Adelaide M. Delluva (biochem/vet)  
Richard S. Dunn (history)  
Phoebe S. Leboy (biochem/dent), ex officio  
Barbara J. Lowery (nursing)  
Martin Pring (physiology/med), chair

## SPEAKING OUT

### Unreassured on Salary

The March 3 *Almanac* carried a budget table entitled "A Four-Year Comparison of Income and Expense". Some striking features emerge from a study of the changes in various categories. Between 1977-78 and 1979-80 the total unrestricted revenues grew at a rate corresponding to 11.9 percent compounded annually. Tuition revenue grew slightly more slowly at 11.2 percent. Entrepreneurial income (Indirect Cost Recoveries, Auxiliary Sales, etc.) grew faster at 15.1 percent while Investment Income, State Appropriation, Gifts, etc., grew more slowly at 6.8 percent.

In this same period total unrestricted expenditures grew at a rate of 11.1 percent per year. Academic Salaries grew at 7.4 percent per year while Staff Salaries grew at a rate of 9.6 percent and Administrative Service Centers grew at 12.4 percent. Current Expense grew at

a remarkable 21.8 percent rate, which is even faster than the 20.4 percent growth rate in Utilities.

What do these figures mean? They give only a rough picture of the growth patterns in the University since the categories are imprecise and somewhat arbitrary. Nevertheless the general trends are clear and do not depend on these details. Some obvious conclusions are:

#### Revenues

— Increases in tuition revenues are *not* bearing a disproportionate fraction of revenue increases.  
— Entrepreneurial income, for which the faculty is largely responsible, is increasing more rapidly than general revenues, while investment and gift income is not.

#### Expenditures

— Academic salaries are increasing at a lower rate than all other major elements of expense.  
— Although the rate of increase in utilities is

high, the total is a relatively small (6 percent) part of the total unrestricted revenues.

— Current expenses, which are three times as large as utilities, increased at an even faster rate.

It is difficult, on the basis of these published budgets, to believe that academic salaries are being given as high priority as other expenses, or to understand any *a priori* relationship between tuition income and faculty salaries. We would be pleased to find more comforting conclusions in these numbers but we do not find them reassuring.

—Ralph D. Amado, Professor of Physics

—Walter D. Wales, Professor of Physics

**Correction:** Campus obituaries on Dr. A. C. Baugh erroneously identified Dr. Malcolm G. Laws as collaborator on *A Literary History of England*; Dr. Laws' note crediting proper authors will appear next week.—Ed



## Report of the Task Force On the Quality of Teaching

Acting Provost Louis A. Girifalco requests comment this week (to 102 College Hall/CO) to pave the way for early implementation of measures to improve teaching quality.

This Task Force was appointed in September 1980 by Associate Provost Benjamin S. P. Shen and charged to "take a careful look at the quality of undergraduate, graduate, and professional-school teaching at Pennsylvania and to recommend . . . concrete and realistic steps to be taken in order to improve the quality of teaching throughout the campus if it is found wanting."

To that end, we have met on numerous occasions and have twice solicited the written views of faculty and students. We have held an open forum to receive oral testimony from members of the University community, and we have interviewed or received detailed reports from the Deans (and often other administrators) of all our schools. Individual letters were sent to all Lindback winners, most of whom replied. We have also obtained information from other universities.\*

It is clear that students believe that there are many excellent teachers at this University.\*\* It is also clear that many schools care more about excellent teaching than we had expected. Nonetheless, despite these and other positive findings, there is much that remains to be done to achieve the goal, widely shared by students and faculty, of a university community thoroughly dedicated to teaching.

Definitions of the outstanding teacher will, necessarily, be different in different fields and settings. Nonetheless, the qualities of intellectual rigor, coherence, impact, and a strong commitment to the learner and the process of learning itself seem to characterize excellent teaching in general. While no simple plan will guarantee an increase in the number of truly outstanding teachers, on this or any other campus, the University can and should make every effort to create an environment which more fully values and encourages teaching of the highest quality.

With this perspective in mind, the Task Force offers a set of specific recommendations:

### 1. The University's Dedication to Improving the Quality of Teaching

1.1 The President and Provost should make public statements reaffirming the centrality of a high level of teaching quality at the University of Pennsylvania.

1.2 The President and Provost should urge the Deans regularly to incorporate questions relating to teaching into the agenda of faculty meetings. In turn, Deans should encourage departments and graduate groups periodically to address issues of teaching.

1.3 Policies, issues, and news related to teaching should be well publicized and discussed. The President and Provost should encourage *Almanac* and other campus publications to report on successful innovative teaching efforts, so that there is an active exchange of ideas and more thought given to teaching by everyone.

### 2. Incentives for Improving the Quality of Teaching

2.1 The President and Provost should ensure that good teaching be rewarded by merit salary increases. When put into practice, this recommendation would reinforce the importance of teaching for all faculty members, especially those who already have tenure.

2.2 The appointment and reappointment of graduate students to teaching fellowships should be based on teaching performance and dedication as well as on academic achievement.

2.3 Because significant achievement in research is a prime consideration for both appointment and promotion within the University, in *extremely rare instances* the University can appoint the truly exceptional researcher whose teaching effectiveness is limited. Nonetheless, the President and Provost should insist

that the high standards set in the 1979 *Handbook for Faculty and Administration* (p. 34) be met:

The over-riding objective of the faculty appointment and promotion policy and procedures should be the recruitment and retention of a distinguished faculty. While the means to this end may vary, particularly in some of the professional schools, generally the objective will be met by stressing intellectual leadership as the chief criterion. Accordingly, a high degree of excellence is expected in both research and teaching. The relative weight given to research and teaching varies from case to case and should be determined by the individual faculties, but always with significant achievements in research as a prime consideration. An acceptable standard of teaching competence should be required even of those outstanding in research if they are to be assigned teaching responsibilities. An acceptable standard of competence in research should be required even of outstanding teachers, and at a research institution such as the University of Pennsylvania an acceptable standard in research is very high indeed. (Emphasis added).

2.4 Although excellent teaching is not merely dependent upon classroom conditions, the morale of students and faculty would be enhanced if our facilities were improved. Currently, many of our classrooms are in a depressing state. The President and Provost should therefore set aside a fraction of the annual capital budget of the University for classroom improvements, a much neglected item. In addition, the University's considerable internal resources (e.g., students and faculty from the Graduate School of Fine Arts and the School of Engineering and Applied Science) should be mobilized to contribute to refurbishing the teaching environment of the campus.

2.5 The Lindback Award is the University's principal means for recognizing excellence in teaching. The prominence of the award could be enhanced. There should be a Lindback Lecture each semester — the speaker to be a winner of the award — introduced by the President or Provost. The visibility of the award could be increased in a variety of ways: by the creation of a gallery including photographs, brief biographies, and statements on teaching by recipients; by having the President confer the awards at a formal public ceremony; by a listing of recent recipients in each edition of the various course catalogues. Other steps to increase publicity for the Lindback Awards should be developed.

2.6 Those schools which do not have their own teaching awards for faculty should be encouraged to establish them. (Appendix I includes a list of teaching awards currently offered at the University of Pennsylvania.)

2.7 Each year the Faculty of Arts and Sciences confers a dozen or so Dean's Awards for Distinguished Teaching by Graduate Students. Similar awards should be established in other schools in which graduate students teach.

2.8 Financial support should be made available for faculty members who undertake the development of special innovative courses or instructional programs. This support could take the form of either sabbatical leave or a Presidential Fellowship which would provide a summer stipend.

### 3. Evaluation of the Quality of Teaching

3.1 The President and Provost should reaffirm the necessity of systematic and comprehensive programs of student evaluation of teaching. (Appendix II includes a set of suggestions that might govern such evaluation, along with an illustrative form.)

3.2 In-class peer review by departmental colleagues is traditional, routine, and widely considered valuable in several of the University's schools; for example, the Medical, Dental, Veterinary, and Nursing Schools. The President and Provost should urge all Deans to consider a program of in-class peer review. (Appendix III includes a few mechanisms for in-class peer review.)

### 4. Techniques for Improving the Quality of Teaching

4.1 The President and Provost should designate and establish at least one, possibly two or three, offices as locations where professors and teaching assistants might both request that their classroom performance be videotaped and review those videotapes. Equipment already exists in many places in the University for videotaping instruction. Some of this equipment could be made generally available for this purpose. Trained professionals already exist within the University and their services should be available for analysis of the videotapes. In addition, at least one of these locations might contain a variety of supplementary materials, including files of descriptions of innovative courses, bibliographies, and a small library of books on teaching. (Appendix IV includes a bibliography.)

4.2 Faculty should be encouraged to organize informal seminars on a variety of issues related to teaching.

4.3 The following recommendation of the Faculty of Arts and Sciences' Committee on Graduate Education should be implemented throughout the Uni-

\* The files of the Task Force on the Quality of Teaching are being kept in the Provost's Office and contain letters from the Lindback awardees and the Deans, evaluation forms from many departments and information from many other universities. They are all available to members of the University community.

\*\* For example, the mean rating for instructors primarily of undergraduate courses in FAS, CGS, and Nursing, as compiled by the SCUE Course Guide for Fall 1980 was 3.1 with standard deviation (S.D.) = 0.56. The range was 0.5 to 4.0 where 0 was the lowest rating, 2 was defined as an average performance, and 4 was the highest possible rating. This average rating was based on 800 courses and over 13,000 responses. The mean rating for the instructor's enthusiasm and interest in teaching was 3.25 with S.D. = 0.69, the highest mean for all questions asked. However, the mean overall rating for recitation lab leaders was only 1.0 with S.D. = 0.31. Although such quantitative information is not available for all schools our perception is that the average quality of teaching is high, has improved during recent years, but still leaves much room for improvement, particularly amongst our poorer teachers.

versity: "Departments which do not now do so should be encouraged to provide training [in teaching] for their graduate teaching fellows." In its explanation, the Committee went on to note: "Those graduate groups whose primary mission is the preparation of college teachers . . . should systematically address preparation for college teaching."\* Among the vehicles that might be used for training teaching fellows and graduate students in general to be better teachers, as well as to prepare them for their future careers, would be credit courses, noncredit workshops, and courses that incorporate experience in and advice on teaching as part of their normal operation. Some of these could be required when appropriate.

## Conclusion

When he presented our charge, Associate Provost Benjamin Shen provided his conception of what Pennsylvania ought to be: "... there is no reason why the University of Pennsylvania should not be the rare and doubly attractive research-oriented university where dedication to both teaching and research is held

\* Graduate Education at the University of Pennsylvania. FAS Committee on Graduate Education, 1980, p. 12.

in high esteem. . . . We owe it to our students and, in a decade full of fiscal perils, also owe it to our University to go after just such a deserving goal." In this statement, we believe Professor Shen expressed the view of the overwhelming majority of the University's faculty and students. Our proposals are submitted in the conviction that they will be a means to that end.

## Task Force on the Quality of Teaching

Richard C. Clelland  
Peter Conn  
Robert E. Davies, Chair  
Mary Ellen Gallick, Chair  
Subcommittee on Evaluation  
Ira Harkavy  
John N. Hobstetter  
Bruce Johnson, Chair  
Subcommittee on Incentives

Virginia Kerr  
Abba M. Krieger  
Joseph Masessa  
James M. Larkin, Chair  
Subcommittee on Technique  
Alan E. Mann  
Stephen Marmon  
Leonard D. Miller  
Nadine O'Connor

Charles Rich  
Walter D. Wales  
Rosalyn J. Watts  
Ex-officio:  
Donald C. Carroll  
Robert H. Dyson, Jr.  
Janis I. Somerville

## APPENDICES

### Appendix I. Teaching Awards Currently Offered at the University of Pennsylvania

#### University-wide Awards

Lindback Awards are given to four faculty members each in the health and non-health areas. The awardees each receive a lump sum of \$500 and may attend the Lindback Society Dinner each year thereafter. No one may receive the award more than once.

#### School Awards

1. The Wharton School offers the Anvil Award to an outstanding junior faculty member for excellence in teaching. The winner is chosen by the students, speaks at graduation, and receives \$500. In addition a Dean's Award to non-tenured instructors carries a \$500 prize.

2. In the Dental School, the Earl Banks Hoyt Award is given for excellence in teaching to a full-time junior faculty member. The awardees receive \$1,000 and have their names placed on a plaque. In addition, the Dean sends out a Certificate of Appreciation for Valued and Dedicated Teaching to other outstanding faculty members.

3. In the Faculty of Arts and Sciences, the Dean's Award for Distinguished Teaching by Graduate Students carries a \$250 prize and is given to approximately ten teaching fellows. In addition, some individual departments (such as mathematics) offer their own awards.

4. The Law School offers the Harvey Levin Memorial Award for Teaching Excellence. This award gives money to the Biddle Law Library for books, and the awardee's name is put on a plate on each book purchased.

5. In the Engineering School, the S. Reid Warren Award for Distinguished Teaching is chosen by alumni and undergraduate students. The award carries a \$100 prize, a certificate, and a nameplate on a plaque.

6. The Veterinary School's Norden Distinguished Teaching Award offers an honorarium of \$500 and a nameplate on a plaque.

7. The recipients of the Medical Student Government Award are decided by the graduating class on the basis of teaching excellence. The winners are then guest speakers at the Senior Dinner.

### Appendix II. Suggestions for Student Evaluation of Teaching

The suggested program of student evaluation of teaching consists of three parts:

1. Evaluation of a specific instructor and course at the end of the period in which the course is taught. This would be similar to the procedure presently used in the SCUE Course Guide and Wharton evaluations, but may vary with the conditions in each school.

2. Evaluation of instructors by each year's graduating class. This proposed mechanism would allow graduates to choose from their past instructors those for whom they would complete evaluation forms containing a few general comment-provoking questions. A copy of each evaluation would be sent to the instructor, to the instructor's department, and to his or her school office.

3. Evaluation of a specific instructor by recent graduates.

#### Model Student Evaluation Form\*

- How clearly has the instructor indicated his or her objectives?
- How well do the daily assignments, examinations, class or clinic activities contribute toward the accomplishment of the objectives?
- To what extent have you attained the goals defined by the instructor?

- How good is the feedback you have received from the instructor regarding your work?
- To what extent has the instructor shown a willingness to help you learn aside from formal class or clinic time?
- To what extent does the instructor concentrate on the identification of principles and issues and the solution of problems as compared to emphasizing details and memorization of factual material?
- To what extent is the instructor intellectually stimulating? To what extent does he or she emphasize and encourage thought and the asking of questions? To what extent are you motivated to do extra work?
- How would you rate the understandability and clarity of instruction? How well does the instructor explain concepts?
- Regardless of the degree of difficulty of the course, to what extent is the instructor fair and respectful in his or her dealings with you?
- To what extent is the grading of the course fair?
- Does the instructor advise the students of regular office hours? To what extent does the instructor maintain these office hours?
- To what extent does the instructor help you to understand your mistakes?
- How well does the instructor show a willingness to admit to error or acknowledge his or her shortcomings?
- Does the instructor have any personal mannerisms in speech, motion, and appearance which adversely affect teaching? If so, please identify them.
- To what extent does the instructor show enthusiasm and interest in the subject matters?
- How would you rate the instructor's knowledge of the subject matter?
- To what extent were the exam questions unambiguous and relevant to the course material?
- To what extent was the class size appropriate to the material covered?
- To what extent was the workload appropriate to the course?
- Please suggest ways by which the instructor might improve the course organization, handouts, exams, syllabus, and requirements.
- Please suggest ways by which the instructor might improve his or her teaching effectiveness.
- Please make any comments that you feel were not covered or were inadequately covered by the questions in this evaluation.

The form might also contain questions for the overall rating of the course and instructor, in addition to space for the instructor's own questions. Needless to say, evaluations should not be based on small or selected samples.

\* Adapted from Rovin, S. & Packer, M. W., Evaluation of teaching and teachers at the University of Kentucky College of Dentistry. *Journal of Dental Education*, 1971, 35, 496-502.

### Appendix III. Mechanisms for In-Class Peer Review

Although we make no specific recommendations as to mechanisms, we do suggest that the procedure would be more effective if the instructor to be evaluated is allowed some choice in who would be sitting in his or her class.

1. In the Dental School, professors are required to attend the lectures of their colleagues in the same field. In addition, department chairpersons give advice to their faculty members. Poor teachers are teamed with good teachers for advice on how to improve their teaching techniques.

2. At the School of Social Work, newly hired faculty members are assigned to faculty mentors who will provide assistance to the new instructors in all aspects of their roles in the School.

3. The Law School at present encourages instructors who are interested in receiving guidance to select mentors from others at their own experiential level, or from the School's older, more experienced faculty members.

4. The Graduate School of Education recommends that:

4.1 The instructor select a colleague to serve as the reviewer

4.2 Around the middle or third quarter of a course the reviewer take over the last half hour of a class for the purposes of interviewing the students regarding their opinions and evaluation of the course and the instruction

4.3 The reviewer then personally report his or her findings to the instructor of the course

4.4 Finally, the course instructor submit a summary report of the review to the Dean's Office.

### Appendix IV. Bibliography: Advice and Research on Teaching

- Atkinson, R. C. Ingredients for a theory of instruction. *American Psychologist*, 1972, 27, 921-931.
- Cole, M., Cay, J., Glick, J., & Sharp, D. W. *The cultural context of learning and thinking*. New York: Basic Books, 1971.
- Costin, F. Lecturing versus other methods of teaching: A review of research. *British Journal of Educational Technology*, 1972, 3, 4-31.
- Eble, K. E. *The craft of teaching*. San Francisco: Jossey-Bass, 1976.
- Feldman, K. A. The superior college teacher from the students' view. *Research in Higher Education*, 1976, 5, 243-288.
- Freire, Paulo. *The pedagogy of the oppressed*. New York: Herder and Herder, 1973.
- Greenwood, G. E., & Ramagli, H. J. Alternatives to student ratings of college teaching. *Journal of Higher Education*, 1980, 51, 673-684.
- Highet, G. *Man's unconquerable mind*. New York: Columbia University Press, 1954.
- Highet, G. *The immortal profession*. New York: Vintage, 1978.
- Inbar, M., & Stoll, C. *Stimulation and gaming in social science*. New York: Free Press, 1972.
- Kulick, J. A., & McKeachie, W. J. The evaluation of teachers in higher education. In Kerlinger, F. N. (Ed.), *Review of research in education*, vol. 3. Itasca, Ill.: F. E. Peacock Publishers, 1975.
- McKeachie, W. J. *Research on college teaching: A review*. Washington, D.C.: ERIC Clearinghouse on Higher Education, 1970.
- McKeachie, W. J. *Teaching tips: A guidebook for the beginning college teacher* (7th Edition). Lexington, Mass.: D. C. Heath and Company 1978.
- McKeachie, W. J. Student ratings of faculty: A reprise. *Academe*, 1979, 65, 384-397.
- Oakeshott, M. Learning and teaching. In Peters, R. S. (Ed.), *The concept of education*. New York: The Humanities Press, 1967, 156-176.
- Rovin, S., & Packer, M. W. Evaluation of teaching and teachers at the University of Kentucky College of Dentistry. *Journal of Dental Education*, 1971, 35, 496-502.
- Ryle, G. Teaching and training. In Peters, R. S. (Ed.), *The concept of education*. New York: The Humanities Press, 1967, 105-119.
- Scriven, M. *The evaluation of college training*. National Council of States on Inservice Education, June 1980.
- Stanford, G., & Roark, A. E. *Human interaction in education*. Boston: Allyn and Bacon, 1974.
- Ware, J. E., & Williams, R. G. The Dr. Fox effect: A study of lecture effectiveness and ratings of instruction. *Journal of Medical Education*, 1975, 50, 149-156.

The Statutes of the University have been amended and revised from time to time throughout Pennsylvania's history. The present version was adopted by the Trustees in 1977, and almost from that date a comprehensive revision has been in process. The following draft will be reviewed by the Executive Board of the Trustees during the next several weeks.

Three articles of the present draft are the work of the appropriate committees of the Faculty Senate. These are Article 8 (Faculty and Student Grievance), Article 9 (The Faculties and the Schools and Colleges), and Article 10 (Academic Freedom). The two University-wide student governance organizations (the Undergraduate Assembly and the Graduate and Professional Student Assembly) drafted the portions of Article 8 dealing with student government organizations.

The provisions of Article 3 of the present draft dealing with the presidential selection process are the result of discussions between the ad hoc University Council Committee on Codification of Presidential Search Procedures and trustees who have been involved in the revision process. The ad hoc Council Committee's codification proposal also involves a proposed Trustee Standing Resolution that covers matters such as the composition of the consultative committee, constraints of confidentiality, and the relationship between the consultative committee and the Executive Board. This proposed resolution, which appears on page one of this week's *Almanac*, has been discussed by the Committee with the Chairman of the Trustees, but has not yet been reviewed by the Executive Board.

Comments from the entire community are sought before the present draft is discussed at a meeting of University Council on April 29. They may be directed either to the Office of the Secretary or to the Faculty Senate. Any substantive changes that the Executive Board may propose before then will be published in next week's *Almanac*. The Trustees plan to act on the revised statutes at their June meeting.

—Mary Ann Meyers, Secretary of the University

—Paul Bender, Chair of the Faculty Senate

## Draft Revision of Statutes

### Introduction

The University of Pennsylvania and its official Charter derive from the following events:

(a) On November 14, 1740, a group of persons, having organized themselves as trustees to establish a charity school for the instruction of poor children, acquired title to property on Fourth Street, Philadelphia, the site of the educational institution that evolved into the University of Pennsylvania;

(b) On July 13, 1753, a charter was granted by Thomas and Richard Penn for the Academy and Charitable School in the province of Pennsylvania, and amended on June 16, 1755 to add the College;

(c) The first degrees of The College of Philadelphia were awarded in 1757;

(d) On November 27, 1779, the General Assembly of the Commonwealth of Pennsylvania passed an act for the establishment of a University incorporating the rights and powers of the College, Academy, and Charitable School. This was the first designation of an institution in the United States as a University;

(e) On September 22, 1785, an act was passed naming the University the University of the State of Pennsylvania;

(f) On March 6, 1789, an act was passed restoring the College, Academy, and Charitable School to the original Trustees;

(g) On September 30, 1791, an act confirmed an agreement which united the University of the State of Pennsylvania with the College, Academy, and Charitable School and provided that the name of the institution would be "The Trustees of the University of Pennsylvania". This act, as amended from time to time, is referred to as the "Charter".

### Article 1. Governance Documents

1.1. The Charter enables the Trustees\* "to make rules and statutes not repugnant to the laws and constitution of this state, or of the United States of America, and to do everything needful and necessary to the establishment of the said university, and for their own good government and the good government and education of the youth belonging to the same."

1.2. These Statutes are limited to principles of fundamental and continuing significance to the governance of the University. Standing resolutions adopted by the Trustees shall set forth policies consistent with the Statutes, shall be indexed as appropriate to the Statutes, and shall be filed in the office of the Secretary.

\* Hereafter the word Trustees written in the text with a capital T refers to all the trustees acting in their corporate capacity.

### Article 2. The Trustees

2.1. The members of the Corporation "The Trustees of the University of Pennsylvania" shall consist of such persons who shall at the time be trustees of the University.

2.2. The Trustees shall be classified as follows:

(a) *Trustees Ex Officio*: the Governor of the Commonwealth of Pennsylvania and the President of the University (hereafter referred to as the "President"), during their respective terms.

(b) *Life Trustees*: up to ten in number, elected to serve until retirement from among persons who have served as trustees for a period of not less than five years.

(c) *Term Trustees*: up to twenty\* in number, elected to serve for terms of five years. A term trustee shall be ineligible for reelection as a term trustee for a one-year period following the completion of two successive terms.

(d) *Alumni Trustees*: up to twelve in number, to include:

(1) President of the General Alumni Society during his or her term in office.

(2) Regional Alumni Trustees: up to eight in number, elected by the alumni in accordance with rules established by the General Alumni Society with the concurrence of the Trustees, to serve for terms of five years, from among those persons who have received degrees from the University. A regional alumni trustee may not succeed himself or herself in office, but may be elected in another class.

(3) Recently Graduated Alumni Trustees:\*\* up to three in number, elected in accordance with rules established by the General Alumni Society with the concurrence of Trustees, to serve for terms of three years. A recently graduated alumni trustee representing the baccalaureate classes shall be elected in the summer of each odd numbered year from and by members of that year's and the previous year's graduating classes and a recently graduated alumni trustee representing the graduate and professional classes shall be elected in the fall of each even numbered year from and by members of that year's and the previous year's graduating classes. A recently graduated alumni trustee may not succeed himself or herself as an alumni trustee, but may be elected in another class.

(e) *Trustees Emeriti*: Life trustees shall be designated as trustees emeriti upon attaining the age of seventy. Other trustees who have served for more than five years in any class shall be eligible for election as trustees emeriti upon attaining the age of seventy. Trustees emeriti shall enjoy the rights and privileges of other trustees with the exceptions set forth in section 2.9 and section 4.6.

2.3. No person shall be eligible to serve as a life, term, or alumni trustee who is a full-time student or a full-time employee of the University of Pennsylvania.

2.4. Life, term, and elected trustees emeriti shall be nominated by the Executive Committee and elected at a stated meeting of the Trustees. At least ten days notice of such proposed election shall be given to the trustees.

2.5. The unexpired terms of alumni trustees may be filled in accordance with rules established by the General Alumni Society with the concurrence of the Trustees.

2.6. Life, term, and alumni trustees shall retire at the conclusion of the first stated meeting of the Trustees following the date on which they reach seventy years of age.

2.7. By the terms of the Charter, the Governor of the Commonwealth of Pennsylvania is constituted, by virtue of office, President of the Trustees. At the first stated meeting of the calendar year or at such other time as a vacancy occurs, upon the recommendation of the Executive Committee, the Trustees shall elect from among the members of the Corporation a Chairman of the Trustees and one or more Vice Chairmen. The Chairman or a Vice Chairman shall preside at all meetings when the Governor is unavailable.

2.8. Stated meetings of the Trustees shall be held three times a year, normally in the spring, fall, and winter, the spring meeting to be the annual meeting. Special meetings of the Trustees may be called at the request of the Chairman, a Vice Chairman, the President, or by written request of five trustees. The Secretary shall give notice of any meeting of the Trustees to all trustees at least five days before such meeting, unless a greater period is required by law, by the Charter, or by these Statutes. In the case of a special meeting, the meeting shall be held not more than sixty days after receipt of the request, and the notice shall state the general nature of the business to be transacted, which shall be the only

(Continued past insert)

\* This number was temporarily increased to twenty-five by action of the Trustees on October 29, 1976 and will revert to the original no later than June of 1984.

\*\* In order to establish a regular pattern of representation, recently graduated alumni trustees will be elected as indicated on Attachment I to these Statutes. (page 10) Furthermore, the recently graduated alumni trustee elected in summer 1980 as indicated on Attachment I is hereby ratified conditional upon the Trustees concurring in the rules established by the General Alumni Society for his election.

business considered at such meeting. Meetings shall be held either within or without the Commonwealth at such places as the Secretary shall designate.

**2.9.** Trustees emeriti and trustees ex officio shall not be entitled to vote at a meeting of the Trustees and shall not be considered in constituting a quorum, or for any other purpose for which a certain number or proportion of trustees is required, at a meeting of the Trustees, the one exception being that, when needed to constitute a quorum, the President shall be entitled to vote and shall be counted.

**2.10.** Except as otherwise provided by law, by the Charter, or by these Statutes, a majority of all trustees entitled to vote shall be necessary to constitute a quorum at all meetings of the Trustees and a vote of a majority of those trustees constituting the quorum shall decide any question brought before such meeting.

**2.11.** Each trustee, when acting in his or her capacity as a member of the Corporation, may attend meetings and vote either in person or by proxy. Each proxy shall be executed in writing by the trustee or his or her duly authorized attorney in fact and filed with the Secretary of the University.

### Article 3. The Officers

**3.1.** The officers of the University shall be the President, the Provost, the Vice Presidents, the Secretary, the Treasurer, the Comptroller, and the General Counsel. All officers except the President shall be elected by the Trustees upon nomination by the President and shall be suspended or terminated by the Trustees upon the recommendation of the President. With the consent of the President, officers may appoint such associates and assistants and assign them such duties as they shall deem appropriate.

**3.2.** The President shall hold office upon such terms as the Trustees shall determine.

(a) *Functions and Duties of the President:* As the chief executive officer of the University, the President is its educational and administrative head. He is responsible to the Trustees for the conduct, coordination, and quality of the University's programs and for its future development. The President shall have the authority to perform all acts which are necessary to make effective the policies and actions of the Trustees unless a resolution of the Trustees specifically grants such authority to another person or entity.

The President shall hold the academic rank of professor, shall be a member of every Faculty of the University, and may at his or her discretion call a meeting of any such Faculty.

(b) *Election of the President:* When it becomes necessary to elect the President, the Executive Committee of the Trustees shall convene a consultative committee, composed of trustees, faculty and students, to identify and recommend candidates for review by the Executive Committee. The consultative committee shall be advisory to the Executive Committee. The composition of and procedures governing the consultative committee shall be specified in a Standing Resolution of the Trustees.\*

The Executive Committee shall, at a closed meeting, review the report of the consultative committee and shall receive from members of the Executive Committee a nomination or nominations to be voted upon by the Trustees.

At least ten days prior to the stated or special meeting of the Trustees at which the election of the President is proposed, the Secretary shall give to each trustee notice stating that the election of the President shall be held at such a meeting and giving the names of the person or persons who have been nominated by members of the Executive Committee. No such election shall be valid unless a nominee shall receive the affirmative votes of at least two-thirds of the number of trustees then in office.

(c) *Removal of the President:* The President may be removed only by the affirmative vote of trustees actually present at a stated special meeting equal to at least two-thirds of the number of trustees then in office. Notice of such proposed action must be included in the notice of the meeting.

**3.3.** The Provost, under the President, shall be the chief educational officer of the University and shall recommend to the President the educational policies of the University.

The Provost shall hold the academic rank of professor, shall be a member of every Faculty of the University, and may at his or her discretion call a meeting of any Faculty.

**3.4.** The Secretary of the University shall attend and keep minutes of the meetings of the Trustees, shall act as secretary of all boards and committees of the Trustees, and shall be custodian of communications, reports, and other documents of importance presented to the Trustees. The Secretary shall give notice to Trustees and to members of boards and committees of all stated and special meetings.

The Secretary shall have custody of the Seal of the Corporation, shall affix it to such instruments as require its use, and when so affixed, shall attest it by signature.

The Secretary shall prepare all diplomas and certificates of study, shall have charge of official convocations of the University, and shall have such other powers and duties as may be conferred from time to time by the Trustees. The minute

books, documents, and records of the University shall be open at all times to the inspection of trustee boards and committees, any trustee, and authorized University officers.

**3.5.** The Treasurer shall have custody of all evidences of ownership of real or personal property owned by the University or pledged to it, other than those evidences in the custody of the Investment Board. The Treasurer also shall have custody of all policies of insurance, and shall have the authority to accept and receipt for the same on behalf of the Trustees, and under their supervision he or she shall arrange for the safekeeping thereof.

The Treasurer shall collect and receive all monies due and payable to the University and deposit them in the name of the University in such banking institutions as the Trustees may direct. He or she shall discharge all debts or other obligations of the University when due and payable. He or she shall keep a complete set of accounts showing in detail the financial transactions of the Treasurer's office, and these shall be open at any time to the inspection of any trustee. The Treasurer shall furnish such financial statements compiled from his or her accounts as from time to time may be required by the proper University officers, trustee boards and committees, or any trustee.

**3.6.** The Comptroller shall maintain a complete set of accounts, except those maintained by the Treasurer, showing in detail the business and financial transactions of the University. He or she shall be responsible for the proper keeping of accounts of every department of the University and shall have authority to direct the methods, including audit and control, by which such accounts are kept. The Comptroller shall compile and furnish such financial or statistical reports or information as may be required by the proper University officers, trustee boards and committees, or any trustee. He or she shall approve all vouchers before they are submitted to the Treasurer for payment and such approval shall be evidence that the charge has been recorded against an approved budget on file, and that it is within the appropriation of the budget against which it is charged.

**3.7.** The General Counsel shall represent the University in legal matters. All matters requiring legal advice or legal action shall be referred to the General Counsel.

**3.8.** The President may appoint a temporary successor or substitute to act as required because of the death, absence, disability, suspension, or termination of any officer of the University other than the President, but such temporary appointments shall be effective only until the next meeting of the Trustees or the Executive Committee at which time a successor shall be nominated and elected either on an acting or a permanent basis.

The Executive Committee shall appoint a temporary successor or substitute to act in case of the death, extended absence, disability, or removal of the President. The President may appoint an officer of the University to act for him or her during a period of temporary absence.

### Article 4. Boards and Committees of the Trustees

**4.1.** In addition to the Executive Committee and the Investment Board created in Articles 5 and 6 of these Statutes, the Trustees may from time to time form such boards and committees as they see fit for any of the purposes and activities of the University; may prescribe by resolution their functions, duties, powers, and rules of membership, which may include membership by persons who are not trustees; and may dissolve them.

**4.2.** The trustee members and the chairman of all boards and committees formed by the Trustees, with the exception of the Executive Committee and the Investment Board, shall be appointed for terms of one year by the Chairman of the Trustees with the concurrence of the Trustees. The terms may be renewed.

**4.3.** The non-trustee members of all boards and committees formed by the Trustees, with the exception of the Investment Board, shall be nominated by the President and elected by the Trustees for terms of one year. The terms may be renewed.

**4.4.** The Chairman and Vice Chairmen of the Trustees, by virtue of office, shall be members of all boards and committees formed by the Trustees pursuant to this Article.

**4.5.** Trustees emeriti may be appointed members of any board or committee formed by the Trustees pursuant to this Article. They shall not be entitled to vote at a meeting of any such board or committee to which they have been appointed and shall not be considered in constituting a quorum or for any other purpose for which a certain number or proportion of trustees is required. Trustees emeriti may not serve as chairmen of any committee formed by the Trustees pursuant to this Article and consisting solely of Trustees, except for *ad hoc* committees.

**4.6.** With the consent of the Chairman thereof, trustees ex officio may attend any meeting of any board or committee formed by the Trustees, pursuant to this Article, but shall not be members.

**4.7.** Except as otherwise provided by law, by the Charter, or by these Statutes, a majority of all members entitled to vote shall be necessary to constitute a quorum at all meetings of boards and committees formed by the Trustees, and a vote of a majority of those members constituting the quorum shall decide any question brought before such meeting.

**4.8.** Meetings of any board or committee formed by the Trustees shall be called on the request of the Chairman or on the written request of at least three of

\* The Standing Resolution proposed by the ad hoc University Council Committee on Codification of Presidential Search Procedures appears on page 1 of this issue of *ALMANAC*.

the members. The Secretary shall give notice of a meeting of a board or committee to all members at least five days before such meeting, unless a greater period is required by law, by the Charter, or by these Statutes, provided that whenever the Chairman (or in the Chairman's absence a designated Vice Chairman) shall determine that an emergency exists, he or she may call a special meeting and specify a shorter period of notice than that prescribed for meetings of the Trustees, but in no event less than twelve hours telegraphic or telephonic notice.

## Article 5. The Executive Committee

5.1. The Executive Committee shall exercise all of the powers and authority of the Trustees except that the Executive Committee shall at no time take or authorize any action which these Statutes specifically require to be taken at a regular stated or special meeting of the Trustees or any action prohibited by law. The Executive Committee shall designate annually its schedule of regular meetings.

5.2. The members of the Executive Committee shall be trustees other than trustees ex officio and trustees emeriti nominated by the Chairman and elected annually by a majority of the trustees then in office. When a member of the Executive Committee resigns, is incapacitated, or dies, the Executive Committee may, upon nomination of the Chairman, replace such member until the next annual election.

5.3. The Chairman and the Vice Chairman of the Trustees shall also serve as members of and as chairman and vice chairman of the Executive Committee.

5.4. The Executive Committee shall be comprised of no fewer than ten members.

## Article 6. The Investment Board

6.1. The Investment Board shall be an "other body" within the meaning of the Pennsylvania Nonprofit Corporation Law of 1972 (or any successor act or provision). It shall have sole and complete responsibility with respect to the management and custody of all real and personal property held by the University as an investment.

6.2. The Investment Board shall consist of such number of trustees and non-trustees as shall be affixed from time to time by the Trustees. For purposes of this Article, trustees emeriti shall not be considered trustees.

6.3. Members of the Investment Board shall be nominated by the Chairman and elected annually by the Trustees. When a member of the Investment Board resigns, is incapacitated, or dies, the Executive Committee may replace such member until the next annual election. No person shall be elected a member of the Investment Board if, after his or her election became effective, a majority of the members of the Investment Board would not be trustees.

6.4. The Chairman of the Investment Board shall appoint an executive committee of the Investment Board from among its members. This executive committee shall have primary responsibility to carry out the business of the Investment Board on a day to day basis.

## Article 7. Notice

7.1 Unless specifically provided otherwise, whenever notice is required to be given to any person under provisions of law, of the Charter, or of these Statutes, it shall be given in writing to such person either personally or by sending a copy thereof by first-class mail, postage prepaid, or by telegram, charges prepaid, to the person's address appearing on the books of the University. If the notice is sent by mail or by telegraph, it shall be deemed to have been given to the person entitled thereto when deposited in the United States mail or with a telegraph office for transmission to such person. A notice of meeting shall specify the place, day, and hour of the meeting and any other information required by the Pennsylvania Nonprofit Corporation Law of 1972 (or any successor act or provision).

7.2. Whenever any written notice is required to be given by law, by the Charter, or by these Statutes, a waiver thereof may be made in accord with the Pennsylvania Nonprofit Corporation Law of 1972 (or any successor act or provision).

## Article 8. University Governance

8.1. There shall be a University Council, composed of representatives of the faculty, the student body, the University administration, and the administrative staff. It shall consider the activities of the University broadly in all of its phases, with particular attention to its educational objectives and those matters that affect the common interests of all faculty and students. It shall recommend general policies and otherwise advise the President, the Provost, and other officers of the University.

8.2. The University Council shall adopt rules governing its organization and procedures.

8.3. There shall be a Faculty Senate composed of members of the Standing Faculty and the Standing Faculty-Clinician Educators holding the rank of professor, associate professor, or assistant professor. The Senate shall provide opportunity for its members to discuss and express their views upon any matter that they deem to be of general interest to the faculty, and to make recommendations and pass resolutions with respect thereto. It shall have power to request and ob-

tain reports from the University administration, and to make recommendations directly to the President, the Provost, and the Trustees.

8.4. The Faculty Senate shall adopt rules governing its organization and procedures.

8.5. There shall be an Undergraduate Assembly and a Graduate and Professional Student Assembly. These assemblies shall have the authority to discuss and express their views upon any matter they deem to be of general University interest. In addition, they shall have the power to make recommendations to the Council, the Administration, and the Trustees and to solicit information from them.

8.6. The Undergraduate Assembly and the Graduate and Professional Student Assembly shall adopt rules governing their operations and procedures.

## Article 9. The Faculties and The Schools and Colleges

9.1. There shall be such Faculties and such Schools as authorized by the Trustees.

9.2. The Trustees recognize the following (listed in the order of their origin):

- (a) Faculty of Arts and Sciences  
Faculty of Arts and Sciences, incorporating the former College, College of Liberal Arts for Women, and Graduate School of Arts and Sciences
- (b) Faculty of Medicine  
The School of Medicine
- (c) Faculty of Law  
The School of Law
- (d) Faculty of Engineering and Applied Science  
The School of Engineering and Applied Science, incorporating the former School of Mines, Arts and Manufacturers, the Towne Scientific School, the Moore School of Electrical Engineering, the School of Chemical Engineering, Civil Engineering, Mechanical Engineering, and Metallurgy
- (e) Faculty of Fine Arts  
The Graduate School of Fine Arts
- (f) Faculty of Dental Medicine  
The School of Dental Medicine
- (g) Faculty of the Wharton School  
The Wharton School
- (h) Faculty of Veterinary Medicine  
The School of Veterinary Medicine
- (i) Faculty of Education  
The Graduate School of Education
- (j) Faculty of Social Work  
The School of Social Work
- (k) Faculty of Nursing  
The School of Nursing
- (l) Faculty of Communications  
The Annenberg School of Communications
- (m) Faculty of Allied Medical Professions  
The School of Allied Medical Professions
- (n) Faculty of Public and Urban Policy  
The School of Public and Urban Policy

9.3. The Faculty of a school consists of the members of the Standing Faculty, the Standing Faculty-Clinician Educators in some health professional schools, the Associated Faculty, and the Academic Support Staff. The voting Faculty of a school (hereinafter referred to as the Faculty) shall consist of the members of the Standing Faculty and the Standing Faculty-Clinician Educators above the rank of Associate and such other persons who have been granted the right of vote by that faculty. The Standing Faculty and the Standing Faculty-Clinician Educators comprise the core of the academic staff. The term "Standing Faculty," used alone, shall refer only to those faculty members with tenure or in tenure-probationary status.

9.4. There shall be a Dean and a Secretary of each Faculty. The Dean shall be appointed or removed by the Trustees, upon recommendation by the President and the Provost, and according to policies and procedures promulgated by the President and the Provost. The Dean shall preside at meetings of a Faculty. He or she shall sign all diplomas, certificates, and other official papers on behalf of his or her Faculty and shall serve as the official means of communication between the Faculty and the Provost. The Secretary shall be elected by the Faculty and shall serve for such a time as determined by the Faculty.

Each Faculty shall meet at stated times and also at the call of its dean or of the President, the Provost, or, where appropriate, of the Vice President for Health Affairs. Each Faculty shall also adopt provisions governing the call of meetings by its members. Except for the standing Committee on Academic Freedom and Responsibility, which shall be elected annually, committees of each Faculty shall be appointed by the Dean, or elected, as prescribed by the procedures adopted by each Faculty.

**9.5.** Upon recommendation of the President, the Trustees may authorize the establishment of academic departments within a Faculty. The chair of each department shall be appointed or removed by the President, upon the recommendation of the Dean with the advice of the Faculty, and with the approval of the Provost and, where appropriate, of the Vice President for Health Affairs. A department chair shall serve according to policies and procedures established by the President and the Provost.

**9.6.** Subject to general policies established by the Trustees, the responsibility for determining the quality of the student body shall rest with the Faculty of that school or, in the case of undergraduate programs, with all relevant faculties jointly. Each Faculty shall articulate the criteria for selection of applicants for admission and shall establish a written admissions policy that describes these criteria. Each Faculty shall also monitor implementation of its admissions policy and amend it when necessary.

Subject to general policies established by the Trustees, and in a manner consistent with general University policies, each Faculty shall also set its regulations for instruction of students and requirements for recommendations for degrees in course and in faculty.

**9.7.** Subject to general policies established by the Trustees, and in a manner consistent with general University policies, each Faculty shall set its own procedures for governance and determine the qualifications for membership in the Faculty.

**9.8.** The Standing Faculty is composed of all faculty members with tenure or in tenure-probationary status. It includes persons in the following ranks: Professor, Associate Professor, Assistant Professor and, in some health professional schools, Associate. All appointments to these ranks modified by the qualifiers "Visiting," "Adjunct," "Clinical," "Research" and "Practice" designate appointments in the Associated Faculty. Members of the Standing Faculty holding the rank of Professor are appointed for an indefinite term with tenure. Appointment as an Associate Professor may be either for an indefinite term with tenure or for a fixed term within a tenure-probationary period as specified in a Standing Resolution. Appointments to other ranks in the Standing Faculty are for a fixed term within a tenure-probationary period as described in a Standing Resolution.

**9.9.** The Standing Faculty-Clinician Educators includes full-time faculty members in the educational programs of some health professional schools, whose primary responsibility is for delivery of health services. Clinician educators do not acquire tenure. Conditions of appointment and academic activities of clinician educators are specified in a Standing Resolution.

**9.10.** The Associated Faculty is composed of the Research Faculty, the Clinical Faculty, the Adjunct Faculty, Practice Professors, and the Visiting Faculty. Permissible ranks in the Associated Faculty are comparable to those in the Standing Faculty, but have appropriate modifiers to indicate appointment in the Associated Faculty. Conditions of appointment and academic activities of members of the Associated Faculty are specified in a Standing Resolution.

**9.11.** The Academic Support Staff is composed of persons who participate in the University's teaching, research, and clinical services, but who are not eligible for appointment to the Standing or Associated Faculty. Each appointment to the Academic Support Staff is for a term of years to be specified in a Standing Resolution, and is without tenure or tenure significance. Permissible ranks in the Academic Support Staff include Lecturer, Instructor, Postdoctoral Fellow, Senior Investigator, Investigator, and Senior Fellow. They also include the ranks of Assistant Instructor, Teaching Fellow, Research Fellow, and Research Assistant, which are limited to persons registered in graduate or professional programs at the University of Pennsylvania.

**9.12.** Emeritus status is conferred on the Standing Faculty and the Standing Faculty-Clinician Educators at the time of their retirement. The rights and privileges of members of the Emeritus Faculty are designated by policy memorandum.

**9.13.** All appointments and promotions to the ranks of Professor, Associate Professor, Assistant Professor, or Associate, whether in the Standing Faculty, the Standing Faculty-Clinician Educators, or in comparable ranks in the Associated Faculty, are made, upon recommendation of the Faculty, the President, and the Provost, by action of the Trustees. The minutes of the Trustees are the official record of such actions. No officer of the University has authority to bind the University to appointment or promotion in the ranks of Associate or above without the positive action of the Trustees.

Power to appoint and reappoint to positions below the rank of Associate and not in tenure-probationary status may be delegated by the President and the Provost to the Deans.

**9.14.** The Executive Committee, upon appropriate faculty recommendation as described in Article 10.3, may suspend or remove, for just cause, any member of such faculty according to policies and procedures as set forth on October 15, 1959, and as they may be hereafter amended. Such amendment shall be made only upon consultation with the President, the Provost, and the Faculty Senate. For purposes of this provision, just cause shall mean: a) failure or refusal without adequate excuse to perform his or her fundamental academic obligations; or b) such flagrant disregard of the rules of the University or of the customs of scholarly communities as to render the faculty member unfit to continue as a member of the academic staff; or c) incapacity or disability, whether

physical or otherwise, which enables the faculty member to participate in the University's disability income protection program. Action taken under c) can only lead to suspension for the period of the disability.

Suspension, termination, or threat thereof may not be used to restrain or interfere with faculty members in their exercise of academic freedom or other rights of citizenship.

**9.15.** Subject to any vested rights, contractual restrictions, or controlling Federal or State laws, the Executive Board shall have the power to fix and determine from time to time the age and provisions on which officers, faculty members, and other employees of the University shall retire, and to amend, modify or repeal any such action taken by it.

## Article 10. Academic Freedom and Responsibility

**10.1.** The University recognizes the importance of a system of tenure for faculty members as the preeminent means of fostering and protecting academic freedom in teaching and in scholarly inquiry.

**10.2.** Senate Committee on Academic Freedom and Responsibility. There shall be a Senate Committee on Academic Freedom and Responsibility of at least seven members selected in accordance with the Rules of the Senate. This Committee shall advise and consult with each Faculty's Committee on Academic Freedom and Responsibility, and with administrative officers, on the establishment of appropriate procedures to be followed in the event of a claim of violation of academic freedom or responsibility. The Committee shall have power to make investigations, reports, and recommendations on any matter relating to academic freedom and responsibility within the University. The Committee will be governed in its responsibilities and procedures by rules established by the Faculty Senate.

**10.3.** Faculty Committees on Academic Freedom and Responsibility. Each Faculty shall have a standing Committee on Academic Freedom and Responsibility which shall be elected annually. Each Faculty's Committee on Academic Freedom and Responsibility shall, subject to review by the Faculty, represent the Faculty in all proceedings that involve temporary exclusion of a faculty member, suspension, or termination of the appointment of a faculty member, some matters arising from financial exigency proceedings, or other questions concerning an individual faculty member's claim of violation of his or her academic freedom. The Committee shall have power to make investigations, reports, and recommendations on any matter relating to academic freedom and responsibility within the school that may affect one or more faculty members.

Each Faculty's Committee on Academic Freedom and Responsibility shall consist of not less than three members. The Faculty shall also elect one or more alternate members to serve in the event of the resignation or disqualification of a Committee member. A Faculty's Committee on Academic Freedom and Responsibility should not contain department chairs and administrators. Exceptions, if necessary in small schools, should only be allowed with the approval of the Senate Committee on Academic Freedom and Responsibility. Membership on a Faculty's Committee should be predominantly tenured faculty. Such Committees shall be elected annually, and in accordance with the bylaws of a Faculty, by those faculty members who are members of the Standing Faculty. Elections shall be held at the beginning of the academic year. The Dean shall report to the Provost, not later than October 15 of each year, giving the names of the members of the completed Faculty Committee on Academic Freedom and Responsibility that is in existence. Each Faculty Committee on Academic Freedom and Responsibility shall elect its own chair.

**10.4.** It is the policy of the University of Pennsylvania to maintain and encourage freedom of inquiry, discourse, teaching, research, and publication and to protect any member of the academic staff against influences, from within or without the University, that would restrict him or her in the exercise of these freedoms in his or her area of scholarly interest.

(a) The teacher is entitled to freedom in research and in the publication of results, subject to the adequate performance of his or her other academic duties, and to the institutional policies and procedures as set forth in the "Research Policy of the University." Research for pecuniary return should be based upon an understanding with the authorities of the institution.

(b) The teacher is entitled to freedom in the classroom in discussing his or her subject.

(c) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When speaking or writing as a citizen, the teacher should be free from institutional censorship or discipline, but should note that a special position in the community imposes special obligations. As a person of learning and an educational officer, the teacher should remember that the public may judge the profession and the institution by his or her utterances. Hence the teacher should at all times show respect for the opinions of others, and should make every effort to indicate when he or she is not speaking for the institution.

## Article 11. Degrees, Commencements, Convocations

**11.1.** There shall be three kinds of degrees, which shall be granted under a mandamus of the Trustees, namely:

(Continued)

(a) Degrees in Course: which may be granted to all those persons who have completed satisfactorily the requirements for degrees in the College and the several schools and have been duly recommended by their faculties for their respective degrees;

(b) Degrees in Faculty: which may be granted upon recommendation of the appropriate faculty, by way of restoring an individual to his class;

(c) Honorary Degrees: which may be granted to persons deemed by the Trustees worthy of such distinction.

**11.2.** A public Commencement shall be held annually for the conferring of degrees in course and other approved degrees. Special convocations may be held during the year for the conferring of honorary degrees upon the recommendation of the President and with the approval of the Trustees.

## Article 12. Indemnification

**12.1.** Right to Indemnification. The Corporation shall indemnify any person who was or is a party to or is threatened to be made a party to any threatened, pending or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, by reason of the fact that he or she is or was a Trustee or officer of the Corporation, or is or was a member of the Executive Committee or Investment Board or any other board, committee, or other body of the Corporation or is or was serving at the request of the Corporation as a director or officer of another corporation, partnership, joint venture, trust or enterprise, as follows:

(a) If the action, suit, or proceeding is not by or in the right of the corporation (i) against expenses (including attorneys' fees) actually and reasonably incurred by him or her in connection therewith to the extent that he or she has been successful on the merits or otherwise in defense of such action, suit, or proceeding, or of any claim, issue or matter therein, and (ii) against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him or her in connection therewith if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interests of the Corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of *nolo contendere* or its equivalent, shall not of itself create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his or her conduct was unlawful.

(b) If the action, suit, or proceeding is by or in the right of the Corporation (i) against expenses (including attorneys' fees) actually and reasonably incurred by him or her in connection therewith to the extent that he or she has been successful on the merits or otherwise in defense of such action, suit, or proceeding, or of any claim, issue or matter therein, and (ii) against expenses (including attorneys' fees) actually and reasonably incurred by him or her in connection with the defense or settlement thereof if he or she acted in good faith and in a manner he reasonably believed to be in, or not opposed to, the best interests of the Corporation. No indemnification, however, shall be made in respect of such expenses incurred in connection with any claim, issue, or matter as to which such persons shall have been adjudged to be liable to the Corporation for negligence or misconduct in the performance of his or her duty to the Corporation unless and only to the extent that a court of common pleas of the county in which the registered office of the Corporation is located or the court in which such action, suit, or proceeding was brought shall determine upon application that despite the adjudication of liability but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity.

**12.2** Procedure to be followed. Any indemnification under paragraph (a) (ii) or (b) (ii) of Section 11.1. of this Article 11 (unless ordered by a court of made

pursuant to a determination by a court as hereinafter provided) shall be made by the Corporation only as authorized in the specific case upon a determination that indemnification of the Trustee, director, officer, or member is proper in the circumstances because he or she has met the applicable standard of conduct set forth in such paragraph (a) (ii) or (b) (ii). Such determination shall be made (a) by the Trustees by a majority vote of a quorum consisting of Trustees who were not parties to such action, suit, or proceeding or, (b) if such a quorum is not obtainable, or, even if obtainable and a quorum of disinterested Trustees so directs, by independent legal counsel in a written opinion. In the absence of a determination that indemnification is proper as aforesaid, the Trustee, director, officer, or member may apply to a court of common pleas of the county in which the registered office of the Corporation is located or the court in which the action, suit, or proceeding was brought, which shall determine whether the Trustee, director, officer, or member has met the applicable standard of conduct set forth in such paragraph (a) (ii) or (b) (ii). If the court shall determine that he or she has, indemnification shall be made under such paragraph (a) (ii) or (b) (ii).

**12.3.** Payment of Expenses in Advance. Expenses incurred in defending an action, suit, or proceeding referred to in Section 1 of the Article 11 may be paid by the Corporation in advance of the final disposition of such action, suit, or proceeding, if authorized by the Trustees or by a court in the manner provided in Section 2 of this Article 11, upon receipt of an undertaking by or on behalf of the Trustee, director, officer, or member (regardless of his financial responsibility) to repay such amount unless it shall ultimately be determined that he is entitled to be indemnified by the Corporation as authorized in this Article 11.

**12.4.** Scope of Indemnification. The indemnification provided for in the preceding sections of this Article 11 shall not affect the liability of any Trustee, director, officer, or member with respect to the administration of assets held by the Corporation pursuant to 15 P.A.S. Section 7549 (relating to authority to take and hold trust property).

**12.5.** Other Rights. The indemnification provided by these Statutes shall not be deemed exclusive of any other rights to which a person seeking indemnification may be entitled under any agreement, vote of Trustees or disinterested Trustees or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a Trustee, director, officer or member and shall inure to the benefit of the heirs, executors and administrators of such a person.

**12.6.** Insurance. The Corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a Trustee, officer, employee, or agent of the Corporation, or is or was a member of the Executive Committee or Investment Board or any other board, committee, or other body of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against any liability asserted against him or her and incurred by him or her in any such capacity, or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify him or her against such liability under the provisions of these Statutes or otherwise.

## Article 13. Amendments

**13.1.** Amendments to these Statutes may be made at any regular stated or special meeting of the Trustees, provided notice of the contemplated action has been given by the Secretary to every member of the Trustees ten days in advance of the meeting at which the amendment is to be voted upon. The affirmative votes of at least a majority of the Trustees (except on particular matters as set forth in the Statutes) in office at the time shall be requisite for the adoption of an amendment.

**13.2.** By unanimous consent, any rule or Statute may be suspended at any stated or special meeting of the Trustees at which there are present not less than a majority of the Trustees in office at the time.

### Recently Graduated Alumni Trustees

Status is shown as of October meeting of Trustees at which newly elected Recently Graduated Alumni Trustee sits for the first time:

	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988
U <sup>1</sup>	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
G + P <sup>2</sup>	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
			G + P <sup>3</sup>	U <sup>4</sup>	_____	_____	_____	_____	_____	_____	_____
				U <sup>4</sup>	_____	_____	_____	_____	_____	_____	_____
					G + P <sup>5</sup>	_____	_____	_____	_____	_____	_____
						U <sup>5</sup>	_____	_____	_____	_____	_____
							G + P <sup>5</sup>	_____	_____	_____	_____
								U <sup>5</sup>	_____	_____	_____
Status	1 U 1 G + P	1 U 1 G + P	1 U 2 G + P	2 U 1 G + P	1 U 2 G + P	2 U 1 G + P	1 U 2 G + P	2 U 1 G + P			

<sup>1</sup> elected from U Class of '75, '76, '77

<sup>2</sup> elected from G + P Classes of '75, '76, '77

<sup>3</sup> elected by the G + P Classes of '78, '79, and '80 in accordance with special resolution to be passed by Trustees in June under authority of proposed statute

<sup>4</sup> to be elected from U Classes, '78, '79, '80, and '81 in accordance with special resolution to be passed by Trustees under authority of proposed statute

<sup>5</sup> to be elected in accordance with proposed statute, which is consistent with present amended statute

# ON CAMPUS

## April 14-April 24

### 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.

### Exhibits

New permanent installation, *India at The University Museum*, a new gallery of South and Southeast Asia.

**Through 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.

**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.

**April 15-30** The Theme Show, *American Food*, an exhibition by painters, sculptors and printmakers from the Fine Arts Department, at Houston Hall Gallery.

**Through 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.

**April 15-May 10** *ICA Street Sights 2*, performances, exhibitions, and assorted happenings around town is ICA's major spring outreach program, transforming center city Philadelphia into an extended gallery for this four-part series of events.

**April 15-May 10** *Photographs on the Buses*, part of *ICA Street Sights 2*, includes works by five Philadelphia photographers whose images reflect urban life and focus on neighborhoods and activities unique to Philadelphia.

**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.

**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.

**Closed Good Friday, April 17.**

**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 15** *Peru Before the Incas*  
**April 19** *No tour (Easter & Passover)*  
**April 22** *Ancient Egypt*

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

### Films

#### International Cinema

**April 15** *As if it Were Yesterday*, 7:30 p.m.  
**April 16** *How Yukong Moved the Mountains* Program 7, phoning, Franklin Bldg, 7-9 p.m. Call Ext. 8445 for more information.

ALMANAC April 14, 1981

7:30 p.m.; *As if it Were Yesterday*, 9:30 p.m.

**April 17** *How Yukong Moved the Mountains* Program 7, 4 p.m.; *The Man Who Could Not See Far Enough*, U.S. Premiere, with Peter Rose, 7:30 p.m.

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

### PUC Film Alliance

**April 17** *Superman, The Movie*, 9:15 p.m.; *Sherlock Holmes and the Hound of the Baskerville*, midnight.

**April 18** *Clockwork Orange*, 8 and 10:45 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

**Faculty Tea Club: April 14**, 1 p.m., Annual Meeting at the Faculty Club.

**Trustees Executive Board: April 15**, 2:30 p.m., in the Tea Room, Faculty Club. Observers must register in advance with the Secretary of the University, Ext. 7005.

**Faculty Senate: April 22**, 1 p.m., Spring Meeting in Room 200 College Hall. Members and invited guests.

### Music

**April 15** The University Wind Ensemble, directed by Claude White, presents the Hindemith *Septet for Wind Instruments* and Persichetti's *Divertimento*, 8 p.m. in the Harold Prince Theatre at Annenberg Center.

**April 24** William Parberry conducts the University Choral Society and the University Symphony Orchestra in *Faure's Requiem*, 8:30 p.m. in Irvine Auditorium.

### Religion

#### Holiday Services

**Ecumenical Eucharist** Christian Association, 3601 Locust Walk. April 14, 9:30 p.m., *Way of the Cross-Litany*; April 15, 9:30 p.m., *Tenebrae—Service of Shadows*; April 16, 9:30 p.m., *Communion*, held in the CA Chapel; April 16, noon, *Good Friday Procession*, meet in CA lobby.

**Episcopal Services** held at St. Mary's Church, 3916 Locust Walk, recorded information, 386-3916.

**Jewish Orthodox and Reform services** are held at Hillel, 202 S. 36th St., Fridays at 6:15 p.m. and *Conservative services* are held at the Christian Association Auditorium, 3601 Locust Walk at 6:15 p.m. *Shabbat morning services* (Conservative and Orthodox) are held at Hillel Saturdays at 9:30 a.m. *Passover Sedars* will be held on April 18 at 7:30 p.m. and April 19 at 6:30 p.m. Cost is \$9. Reservations Ext. 7391. *Passover Services*, April 25 and 26 at 9:30 a.m.

**Lutheran Student Center**, 3637 Chestnut Street, 387-2885, April 16, 7:30 p.m., *Holy Communion and foot washing*; April 17, 7:30 p.m., *Veneration of the Cross*; April 18, 10 p.m., *Easter Vigil*; April 19, 11 a.m., *Resurrection Festival*.

**Muslim** The Muslim Student Association hosts *Jumaa congregational prayer and meeting*. Fridays at 12:30 p.m., Room 245, Houston Hall.

**Roman Catholic** Newman Center, 3720 Chestnut St., *Easter Services*, April 16, Mass, noon, *Mass of the Lord's Supper*, 8 p.m., *Solemn Adoration after Mass* until midnight; April 17, *Celebration of the Lord's Passion*, 7:30 p.m.; April 18, *Easter Vigil Liturgy*, 10:30 p.m.; April 19, *Easter Masses*, 9:30 and 11 a.m. and 5 p.m.

### Special Events

**April 20-23 and 27-30** *Annual Giving Philadelphia Spring Telethons*, Dinner, at Faculty Club, 5:30 p.m.; phoning, Franklin Bldg, 7-9 p.m. Call Ext. 8445 for more information.

**April 23-May 10** *Artists' Windows at John Wanamaker*, installations by Lynda Benglis; Brad Davis and Ned Smyth (a collaboration); Lynn Hershman; Thomas Lanigan-Schmidt; Pat Lasch at Wanamaker's windows on Market Street between 13th and Juniper Streets.

**April 23-30** *Video at 30th Street Station*, a video installation by Dan Graham, in the suburban passageway at 30th Street Station.

**Through April** *University Ice Skating Club* meets Thursdays 3:30-5 p.m. and Sundays 10:15-11:45 a.m. in the Class of '23 Ice Rink.

**Through June** *Old and New Crafts from India at the University Museum* will be featured in the Museum Shop in conjunction with the opening of the new gallery.

### Sports

**April 14** *Men's Baseball* vs. St. Joseph's, 3 p.m. at Bower Field.

**April 15** *Men's Lacrosse* vs. Princeton, 3 p.m. at Franklin Field; *softball* vs. Villanova, 4 p.m. at Hollenbach Field.

**April 18** *Men's Lacrosse* vs. Dartmouth, 1 p.m. at Franklin Field; *women's lacrosse* vs. Yale, 3:30 p.m. at same location.

**April 21** *Men's Baseball* vs. LaSalle, 3 p.m. at Bower Field.

**April 22** *Golf team* vs. LaSalle and Villanova, 1:30 p.m. at Gulph Mills Golf Club.

**April 23-25** The Penn Relays. For ticket information, call the Franklin Field Ticket Office, Ext. 6151.

### Talks

**April 14** Faculty Tea Club presents Dr. Gerard Adams, Penn professor of economics and finance, on *The Economic Situation*, 1:30 p.m. at the Faculty Club.

Department of Geology presents John L. Berry, Earth Satellite Corporation, Washington, D.C., on *Reconnaissance Exploration Using Geologic Modeling and Remote-Sensing Techniques: Principles and Case Histories*, 4 p.m. at Room 104, Hayden Hall.

Tinker Lectures: Latin America present Gerard Behague, ethnomusicology, University of Texas, on *Continuity and Change in Afro-Brazilian Religious Music*, 4 p.m. at 285 McNeil Building.

The Romance Language Department and The Graduate Romantic Association presents Francisco Lopez Estrada, professor, University of Madrid, on *EL ABENCERRAJE, la primera novela morisca*, 6 p.m. at East Lounge, Williams Hall.

**April 15** Women's Faculty Club presents *Informal Talks* by the winners of WFC Alice Paul Awards 1981, noon at Bowl Room, Houston Hall.

Center for the Study of Aging presents Dr. Richard Estes, associate professor, School of Social Work, on *The Social Progress of Nations, 1968-78*, 3-4 p.m. at Wistar Institute Auditorium.

The Writing Program and Philomathean Society present *Readings by the Winners of the Undergraduate and Graduate Poetry Contests*, 4 p.m. at the Philomathean Rooms, 4th floor, College Hall.

The Tenth Annual Louis B. Flexner Lecture sponsored by the Institute of Neurological Sciences of the School of Medicine presents Henricus G.M.J. Kuypers, M.D., professor and chairman, Department of Anatomy, Erasmus University, Rotterdam, The Netherlands, on *Diverging Axon Collaterals in Different Fiber Systems in Brain; Demonstration by Retrograde Fluorescent Label*, 4:30 p.m. at Dunlop Auditorium B, Medical Education Building.

The Department of Physical Therapy presents Eugene Michels, PT, American Physical Therapy Association, on *Associated Movements, Response Similarity, and Transfer of Motor Learning*, 5 p.m. at Room 208, Nursing Education Building.

University Museum presents an illustrated lecture by Dr. Aptullah Kuran, professor of humanities, University of Bosphorus; visiting professor, Columbia University, on *Ottoman Building Complexes in Istanbul and Their Impact on The Cityscape*, 5:30 p.m. at Rainey Auditorium. Admission: \$7.50 for museum members and members of the AIA; \$10 for non-members; students free.

Graduate School of Fine Arts presents Adele Santos, professor of architecture and urban design, Harvard University, 6 p.m. at Alumni Hall, Towne Building.

The Dutch Studies Program and The Art History Department present Dr. S. Levie, director of the Reijksmuseum in Amsterdam, on *The Restoration of Rembrandt's Painting, "The Night Watch"*, 8 p.m. at Room B1, Fine Arts Building.

(Continued)

**April 16** Department of Geology presents Paul Olsen, department of biology, Yale University, on *Fossil Great-lake Deposits of the Newark Supergroup*, 4 p.m. at Room 104, Hayden Hall.

The Fine Arts Department, Poetry Series presents John Ashbery, at 8 p.m. at 3rd floor, Fine Arts Building.

**April 20** Department of History and Sociology of Science presents Dr. Harry Collins, University of Bath, on *Rationality and Paradigm Allegiance in Extraordinary Science*, 3 p.m. at Library of the American Philosophical Society, 105 S. 5th Street.

Department of Chemical Engineering and Mechanical Engineering and Applied Mechanics present Professor Andreas Acrivos, Stanford University, on *The Boycott Effect, or How to Get Something for Nothing*, 3:30 p.m. at Alumni Hall, Towne Building.

English Department presents Professor David Lodge, novelist and critic, University of Birmingham, on *George Eliot, Joyce, and the Idea of the Classic Realist Text*, 4 p.m. at the First Floor Conference Room, Van Pelt Library.

**April 21** Respiratory Physiology Seminars present Dr. Thomas Scanlon, Cystic Fibrosis Center, CHOP, on *Sur-*

*face Membranes of Cystic Fibrosis Skin Fibroblasts*, 12:30-1:30 p.m. at Physiology Library, 4th floor, Richards Building.

**April 22** Center for the Study of Aging presents Dr. Ronald L. Ettinger, professor, Department of Prosthodontics and Dows Institute for Dental Research, University of Iowa, on *Quality of Life for the Elderly: Can You Ignore Dentistry?*, 3:30-4:30 p.m. at Wistar Institute Auditorium.

Department of Geology presents the Henry Darwin Rogers Lecture featuring Edwin Roedder, U.S. Geological Survey, on *Ancient Fluids in Crystals — Clues to the Geologic Past*, 4 p.m. at Room 104, Hayden Hall.

**April 23** Center for the Study of Art and Symbolic Behavior and Department of Folklore and Folklife present Victor Turner, William R. Kenan, Jr., Professor of Anthropology, University of Virginia, on *Liminality, Morality and Freedom: The Unending Encounter of Individual and Person*, 4 p.m. at Benjamin Franklin Room, Houston Hall.

**April 24** University Museum presents a Brown Bag Seminar featuring Dr. Gregory Possehl, assistant curator, South Asia Section of the Museum, noon-1 p.m. in the Museum's Ethnic Arts Gallery.

## Theatre

**Through April 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 15** *ICA Street Sights 2* presents Performance in Sanctuary by Laurie Anderson, in the series, *United States*. She comments on various aspects of American popular culture, 8 p.m. at the Asbury Methodist Church, 3311 Chestnut Street. Free.

**April 16** Annenberg Center Associates celebrate the Center's 10th Anniversary with a Gala, *Une Soiree Au Cabaret Avec Bobby Short* for the benefit of the Center.

**April 24, 25** Joan Kerr Dance Co. performs in Prince Theatre at Annenberg Center.

**April 23 through May 10** Philadelphia Drama Guild presents *Old World* by Aleksei Arbusov in Zellerbach Theatre at Annenberg Center.

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

# OPPORTUNITIES

Listings are condensed from the personnel bulletin of April 13, 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; **Lady Labs:** first floor, outside Room 102; **Logan Hall:** first floor, near Room 117; **LRS:** 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 to Vice Provost** (3869) researches, reviews and analyzes proposals and documents; handles student inquiries and general staff correspondence (graduate degree; knowledge of faculty and administrative procedures; experience in dealing with students; organizational ability; analytic and writing skills) \$14,200-\$19,625.  
**Assistant Trainer** (3835) administers first aid; treats and rehabilitates athletic injuries; trains freshman football, cross country and track (physical therapist; one year's athletic training; experience in major sports; NATA certification preferred) \$12,375-\$17,425.  
**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).

**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** (3716).  
**Junior Research Specialist** (4 positions) \$11,400-\$15,800.  
**Labor Relations Assistant** (3704) \$12,375-\$17,425.  
**Office Manager** (B0873) \$11,400-\$15,800.  
**Operations Manager** (3807).  
**Personnel Specialist** (3838) \$14,200-\$19,625.  
**Registrar** (3600).  
**Research Coordinator** (2 positions) (B0952) (B0928) \$14,200-\$19,625.  
**Research Specialist I** (4 positions) \$12,375-\$17,425.  
**Research Specialist II** (2 positions) (B0943) (3717) \$14,200-\$19,625.  
**Research Specialist III** (B0942) \$16,325-\$22,600.  
**Research Specialist, Jr.** (B0912) \$11,400-\$15,800.  
**Senior Programmer Analyst** (B0859).  
**Staff Nurse** (3821) \$11,400-\$15,800.  
**Staff Physician** (B0525) private care of dermatological outpatients (Board eligible or certified).  
**Staff Psychiatrist** (3840) evaluates and treats student health psychiatry patients on full-time basis; assists director of psychiatry (Board eligible or certified in psychiatry; work experience in college/university psychiatry service; experience in time-limited dynamic psychotherapy).  
**Technical Writer** (B0930) \$11,400-\$15,800.  
**Vice-Dean, Law School** (3434).  
**Vice-President for Operational Services** (3786).

## Support Staff

**Administrative Assistant I** (9 positions) \$8,775-\$10,850.  
**Administrative Assistant II** (2 positions) \$9,400-\$11,675.  
**Air Conditioning and Refrigeration Mechanic** (5 positions) Union wages.  
**Animal Laboratory Supervisor I** (3811) \$13,700-\$16,875.  
**Animal Laboratory Technician** (2 positions) (B0960) (B0961) Union wages.  
**Bookstore Clerk I** (3349) \$6,725-\$8,175.  
**Buyer I** (2 positions) (3832) supervises operation of non-book department in absence of Buyer II; orders and displays merchandise (high school graduate; three year's retail sales experience) \$8,775-\$10,875.  
**Clerk I** (6 positions) \$6,775-\$8,175.  
**Clerk III** (3840) \$7,700-\$9,425.  
**Collection Assistant** (3781) \$8,250-\$10,150.  
**Coordinating Assistant I** (B0953) \$10,750-\$13,350.  
**Coordinating Assistant** (2 positions) (3815) (3850) \$9,400-\$11,675.  
**Data Control Coordinator** (B0822) \$10,025-\$12,400.  
**Electronic Technician I** (B0399) \$9,600-\$11,700.  
**Electronic Technician II** (3851) \$10,700-\$13,125.  
**Electron Microscope Technician I** (B0918) \$9,600-\$11,700.  
**Farmhand** (9 positions) (B0882) \$5,725-\$7,235.  
**Film Production Assistant** (3523) Hourly wages.

**Groom** (2 positions) (3847) (3849) \$7,200-\$9,200.  
**Herdman I** (2 positions) (B0922) (B0923) \$11,100-\$12,300.  
**Information Systems Technician** (3837) \$10,025-\$12,525.  
**Junior Accountant** (3 positions) \$8,775-\$10,850.  
**Mail Carrier** (3842) Union wages.  
**Operator I, Duplicating Machine** (B0968) operates dry process copiers and duplicators, paper folders, drills, binders and other types of duplicating equipment; assists in inventory control, stock operations, cash handling and sale of text materials (high school graduate; six months experience operating duplicating machines; mandatory overtime requirement; mechanical aptitude required) \$6,325-\$7,625.  
**Operator II, Duplicating Machine** (B0894) \$8,250-\$10,150.  
**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) \$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.  
**Repairs Expediter** (3852) \$8,775-\$10,850.  
**Research Laboratory Technician II** (7 positions) \$9,600-\$11,700.  
**Research Laboratory Technician III** (21 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** (7 positions) \$8,775-\$10,850.  
**Secretary, Word Processing** (B0919) \$8,775-\$10,500.  
**Stack Attendant** (3841) Union wages.  
**Store Cashier** (3735) \$6,325-\$7,625.

## Part-time Positions

Please see Personnel Bulletin Boards listed at the beginning of the *Opportunities* column.

*Almanac*

3533 Locust Walk/CQ  
Philadelphia, Pa. 19104  
(215) 243-5274 or 5275.

The University of Pennsylvania's journal of record and opinion is published Tuesdays during the academic year and as needed during summer and holiday breaks. Guidelines for readers and contributors are available on request.

EDITOR  
ACTING ASSISTANT EDITOR  
CONSULTING ASSISTANT  
WORK-STUDY ASSISTANTS

Karen C. Gaines  
Marguerite F. Miller  
Ruth Heeger  
Anita LaRue, Barbara West

ALMANAC ADVISORY BOARD Robert Lewis Shayon, chair; Paul Bender, Herbert Callen, Clifton Cherpach, Jamshed Ghandi, and Phoebe Leboy for the Faculty Senate . . . James A. Spady for the Administration . . . Valerie Pena for the Librarians Assembly . . . Shirley Hill for the Administrative Assembly . . . Una L. Deutsch for the A-3 Assembly.

ALMANAC April 14, 1981