

# Almanac

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## Next Year's Salaries:

On page 2, Provost Thomas Ehrlich outlines the salary policy for faculty and Vice President Gary Posner gives the nonacademic salary guidelines for 1983. Vice President Paul Gazzerri adds information on the employee benefits rates that apply in the coming fiscal year.

**A.T.O. Withdrawal Upheld:** Judge Charles P. Mirarchi's ruling Thursday in Common Pleas Court—that his court has no jurisdiction to intervene in the University's disciplinary action against Alpha Tau Omega fraternity—had the effect of dissolving a temporary restraining order of March 30 which enjoined the University from implementing its decision to withdraw recognition immediately. The Attorneys for A.T.O. later filed in Superior Court of Pennsylvania a petition for stay of the order of the lower court pending appeal and for an order restoring an injunction during pendency of the appeal. Shelley Z. Green, University General Counsel, reports that on Friday, April 8, 1983 Judge James R. Cavanaugh denied the fraternity's petition. Under the withdrawal decision by Acting Vice Provost for University Life George Koval (*Almanac* March 22), members of the fraternity can continue to live in the house at 39th and Locust Walk for the rest of the semester, but cannot hold fraternity activities.

**Senate on Non-Track:** Four action items on the April 20 Spring Meeting Agenda of the Faculty Senate are on clinician-educator and other non-tenure accruing academic appointments—one a general policy report and three that come as School requests for non-track appointment procedures. (See full texts in pp. 4-9 of this issue, accompanied by a fifth action item on faculty involvement in academic planning.) A request by 12 members for discussion of tuition benefits is also on the agenda, along with an Economic Status Committee report and one by the Grievance Commission. The meeting is from 3 to 5:30 p.m. in 200 College Hall.

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## House Masters for Van Pelt and Stouffer

After year-long searches, new masters have been named by Provost Thomas Ehrlich for two of the University's oldest College Houses.

Starting this fall, Professor Ralph R. Smith of the Law School will head Van Pelt College House, which in 1971 became Penn's first experimental college house. Converting what had been built as a low-rise dormitory at 3909 Spruce Street the University created a living-learning environment for 165 men and women students with Dr. Richard Solomon as the first house master.

Associate Provost Marion L. Oliver will be master of Stouffer House, the triangular low-rise at 37th and Spruce which became a college house in 1972 (as did Hill House). Stouffer houses 130 men and women students, and among other things pioneered in the placement of computer terminals on-site during Dr. Joseph Bordogna's term as its first master.

Professor Smith, who joined the Law School in 1975 and received its 1982 Levin Award for



Van Pelt: Ralph Smith



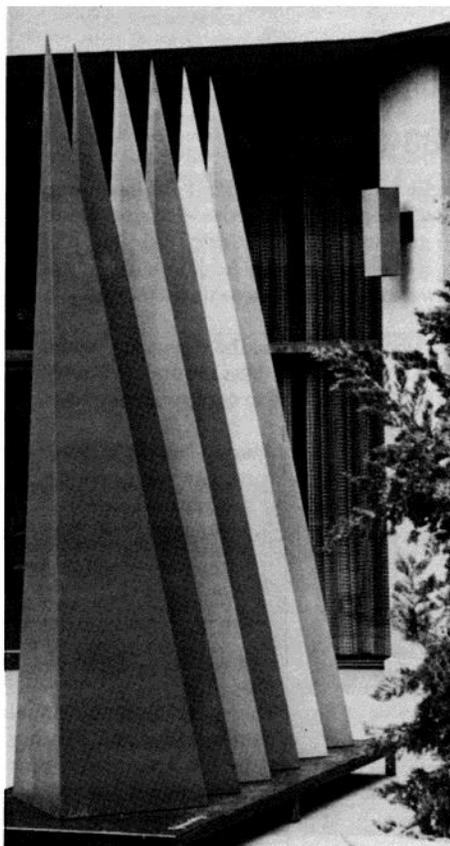
Stouffer: Marion Oliver

Teaching Excellence, is a scholar in corporate and securities law who has also done extensive work in affirmative action litigation. He spearheaded the preparation of an *amicus* brief by several major universities including Penn during the Bakke case, and coordinated the University's 1980-81 Year of the Black Centenary.

Dr. Oliver came to Penn last May from the University of Pittsburgh, where he was a visiting associate professor in the Graduate School of Public and International Affairs. Earlier he was provost and vice president for academic affairs at Millersville State College, and associate dean of the School of Urban and Public Affairs at Carnegie Mellon University. Dr. Oliver is a Phi Beta Kappa who graduated from Fisk University and took his Ph.D. in mathematics at Carnegie Mellon.

## The Six Triangles

On permanent view at the School of Nursing is a metal sculpture by Ephraim Peleg called *The Six Triangles*. A grouping of orange, yellow, green, blue, purple and red triangles rises 12 feet into the air in the third-floor atrium, recently refurbished with plants and trees in the Nursing Education Building. To see it, take Service Drive to the NEB, just behind the Johnson Pavilion, at the south end of campus. Like the new sculptures at Veterinary Medicine and Dental Medicine (*Almanac*, February 22, 1983), Nursing's is a gift of Philip and Muriel Berman of Allentown, Pa.



Gates Rhoades

D.P. Photo by H.M. Hack

## Salary Policies for Standing Faculty in 1983-84

1. The minimum academic base salary for assistant professors will be \$19,000.
2. The base increment for individual members of the continuing standing faculty will be 4% (rounded to the nearest \$100). The total increase for the continuing standing faculty as a whole in each school will be 6%. All increments of less than 4% for individual members of the continuing standing faculty must be reviewed with the Provost and receive his approval.
3. In extraordinary circumstances, a departure by any school from the 6% total increase for continuing standing faculty as a whole may occur, but only with the specific approval of the Provost and, if less than 6%, after discussion by the dean with an appropriate faculty body in the school. The Provost will discuss the matter with the Senate Committee on the Economic Status of the Faculty and the University Academic Planning and Budget Committee.
4. The University will establish a central reserve to cover special situations. The following categories will be used in considering the requests made by individual deans:
  - (A) Promotions;
  - (B) Extraordinary academic performance;
  - (C) Market adjustments;
  - (D) Adjustments of salary inequities;
  - (E) Individual requests from the schools for attracting outstanding faculty to the University and other contingencies.

—Thomas Ehrlich, Provost

## Salary Guidelines for Nonacademic Staff in 1983-84

Highlights of the 1983-84 salary increase for nonacademic staff are:

- 1) A 6% aggregate pool for non-exempt and exempt employees (an increase range of 4% to 9%, with 4% representing satisfactory performance).
- 2) The salary pool available for non-exempt employees (A-3) is to be utilized solely for non-exempt employees and may not be merged with exempt salary pools.
- 3) The merging of four salary schedules into two—one for exempt (monthly-paid) and one for non-exempt (weekly-paid) positions.
- 4) An approximate 10% increase in the grade minimums and an approximate 6% increase in the grade maximums, for both non-exempt and exempt grades.
- 5) The establishment of a hiring maximum within the salary range representing the maximum starting salary for fully-qualified employees.
- 6) Subvention funding if necessary to increase employees' salaries to the appropriate salary scale minimums.
- 7) Employees' salaries must be at or above the minimum of the appropriate salary grade effective July 1, 1983.

Salary rosters and detailed guidelines and instructions will be distributed by April 15, 1983.

—Gary J. Posner, Vice President for Human Resources

## Employee Benefit Rates in 1983-84

After appropriate consultation, employee benefit rates for fiscal year 1984 have been determined to be 28.9% of full-term salaries and 10.0% of part-time salaries. A major reason for this increase is medical costs for fiscal year 1983 growing beyond budgeted estimates and thereby generating underrecovered benefit costs by this fiscal year end. Additionally, we will have mandated Social Security contribution increases and other unavoidable increases in fiscal year 1984.

While these rates are a substantial increase over current year rates, the University would face even more significant increases in fiscal year 1985 if we do not address the underrecovery problems now. We are reviewing what remedial actions can be taken to curb escalating costs so that rate increases next year can be held to modest levels.

In order that unrestricted budgets will be able to sustain this employee benefit increase without affecting their budgeted levels of salaries and wages, the University will provide a one-time subvention to the unrestricted budgets in fiscal year 1984.

—Paul Gazzerro, Jr., Vice President for Finance

**Mayor's Commission:** Director of Communications Mary Perot Nichols has been appointed to a two year term on the Mayor's Commission for Women. Mayor William J. Green announced the appointment of Ms.

Nichols and three others at the Second Annual Women's Festival during Women's History Week—which he called an appropriate time since “the work of this Commission and the women on it have already made history.”

## Seven Guggenheims for Penn

Seven Pennsylvania faculty members are among the 292 Guggenheim Fellows named this year across the nation—a number that ties the University for fifth place with Northwestern and Yale.

The awards covering a year's travel and research in fields of the winner's choices went to:

Dr. Sidney Bludman, professor of physics, for studies in stellar evolution and collapse.

Dr. Nancy Farriss, associate professor of history, for work on food in the cosmology and ecology of colonial Mesoamerica.

Dr. Daniel Hoffman, professor of English, and poet-in-residence, for study of form and fable in the fiction of William Faulkner.

Dr. K.C. Nicolaou, professor of chemistry, for studies in the total synthesis of natural products.

Dr. Rosemary Stevens, professor of the history and sociology of science, for study of American hospitals in the 20th century.

Dr. Marc Trachtenberg, associate professor of history, for work on strategic thought in America, 1945-80.

Dr. Neil Welliver, professor of fine arts, for painting.

In this year's lists, Cornell led with 11 awards. Harvard and Stanford tied for second place with 9 each, and Berkeley was third with eight. Historically, Pennsylvania ranked seventh in the nation when the Guggenheim Foundation calculated the 18-year distribution pattern of its fellowships earlier this season.

**To Market, To Market:** The Annenberg School will temporarily move to 3440 Market Street as part of the planned construction and renovation of the current building. The move is scheduled for May, 1983. The Market Street space includes classrooms, research areas, and computer facilities.

**UTV Fund-Raising:** The University's student-operated cable television station has launched a two-year campaign to raise \$50,000, which will be used to replace equipment and to improve studio operations. The fund drive, *UTV—A Vision for the Future*, was initiated by members of the University Television Alumni Association (UTVAA). According to campaign chairman Lenny Bernstein, members of the UTVAA will contact prominent alumni and people in local media, as well as organizations, foundations, and corporations.

*Almanac*

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ALMANAC, April 12, 1983

# Grand Unification Theory: The Fourth U.S. Workshop Comes to Penn

Some 150 of the world's top physicists will converge at Penn April 21-23 for this country's Fourth Workshop on Grand Unification—an exchange of 25 papers with discussion on the unified theory of matter whose delineation and testing dominates elementary particle physics today.

As explained by Dr. Paul Langacker, the associate professor here who with Dr. Gino Segre is coordinating the conference:

For the past 15 to 20 years, since the quark's entry into particle physics disturbed the conception that protons and neutrons are the smallest elements of matter, scientists have been looking at new ways to establish the relationship among four basic interactions: gravity that keeps the solar system together, the electric force that keeps matter together, a "strong force" that holds the nucleus of the atom together, and a "weak force" that causes certain types of radioactive disintegration. Grand Unification Theorists hold that the weak, strong and electric forces may be simply different manifestations of the same force. (Some are also trying to include gravity, but its relationship remains elusive.)

"The problem is to see if nature made use of these simple and elegant theories," Dr. Langacker said. "But since the theories hold that the symmetry among all the particles and forces is manifest only at very high energies—higher than produced in any laboratory—they can only be tested indirectly."

Also on the program will be Nobelist Sheldon Glashow of Harvard, who with Howard Georgi is credited with the first full-fledged Grand Unified Theory in 1974. Dr. Glashow's co-winner of the Nobel Prize in 1979, Dr. Steven Weinberg of Texas, will also present a paper.

The indirect testing that is taking place in various parts of the world works with large masses of material—now up to 10,000 tons of water in the largest, at the Morton Salt Mine under Lake Erie—to see if proton decay can be demonstrated. (The proton has been thought to be stable. If it can be shown to be capable of decaying into something lighter, one outcome would be the prediction that ultimately all matter would disintegrate into light flashes or other particles—albeit not for some  $10^{30}$ , or thousand billion billion years.) To test the theory, one approach would be to take  $10^{30}$  protons—the number in a ton of matter—and observe them for a year; at least one should decay. But in case the time frame should be 1000 or 5000 years, scientists have been observing larger and larger groups of protons.

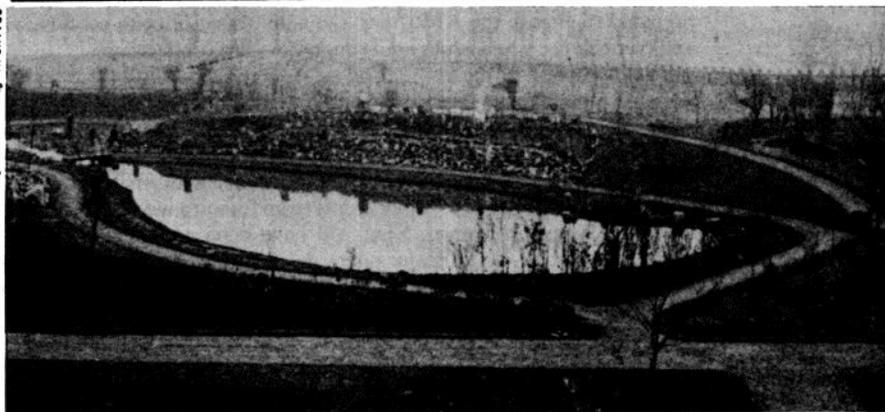
Another complication is that cosmic ray particles could turn up, causing a reaction that could be confused with proton decay. That possibility has affected the acceptance of results by one of the Workshop's speakers, Dr. B.V. Sreekanthan, director of the Tata Institute in India and head of its Kolar Gold Field Experiment.

The work they discuss may have some interest for astronomers, mathematicians and others, Dr. Langacker noted. Anyone in the University who is interested in attending the Workshop at Houston Hall Auditorium April 21-23 can call him at Ext. 5943 for details.

By collegial convention, the University's specialists in the field are not giving papers, but they are among the U.S. physicists working on aspects of Grand Unification Theory, which Dr. Langacker called "the most exciting and fundamental thing going in the field today." Theoretical scholars of the subject here include Drs. Gino Segre, Arthur Weldon, Willy Fischler, Paul Steinhardt, and Langacker. On the experimental side, groups led by Drs. Kenneth Lande and Al Mann are active—Dr. Mann as a proponent of a dedicated underground laboratory for inter-university projects including one large-scale test of his own design, and Dr. Lande not only as leader of the Homestake Gold Mine test in South Dakota (which did not find proton decay) but as designer of two new tests now proposed.

The Workshops are not sponsored by a membership organization, but have grown up through the work of individuals such as Dr. Paul Frampton of Harvard, who organized the first at the University of New Hampshire three years ago. The Second and Third Workshops were at the University of Michigan and the University of North Carolina at Chapel Hill, respectively.

Photos courtesy University Archives



## Reviving the Biology Pond

The task of restoring the long neglected biology pond behind Leidy Labs began Saturday as the first project for a new Botany Club organized by staff member Carrie Morgan with other volunteers from the biology department. Students, staff and faculty pruned trees and cleared the area of underbrush and debris with help from Morris Arboretum staff members and project advisor William Klein. They hope to renovate the pond and some two-and-a-half acres of surrounding land, the original site of the University's five-acre botanical garden, as an area for scientific study. It all started in the early 1800s with Penn botanist Joseph Rothrock's small "Botanic Garden" around the lily pond (*Almanac* July 11, 1972). In 1893, John Macfarlane urged the development of the tract of land on either side of the biology department and became the director of the newly established botanical garden that later including two plant houses, two ponds for aquatic plants, extensive rock gardens, a bog garden and other features of interest. While there is a growing interest in recapturing a part of the University's natural history, many also want the pond as a natural oasis on campus, Ms. Morgan said.

*The Bio Pond over the years: One century's lonely little pond became another's inner city oasis.*

**Agenda for Senate Spring Meeting ... Wednesday, April 20, 1983 ... 3-5:30 p.m., 200 College Hall**

1. Approval of the minutes of the regular meeting held November 17, 1982, and of the special meeting held February 2, 1983 (to be distributed to members of the Senate)
2. Report of the Chair
3. Report of the Provost
4. Request by 12 Faculty Senate members for discussion of tuition benefits
5. Committee on Administration Report on Review of Administrative Costs (to be published in *Almanac* April 19, 1983) (No action is required)
6. Ad Hoc Committee on Long-term Non-tenure Accruing Academic Appointments (page 5 in this issue of *Almanac*). This is for discussion and action and is recommended for adoption by the Executive Committee.
7. Report of the Committee on the Faculty on proposals from the School of Nursing for a clinician educator track and a 7-year lecturer/clinical specialist program, and a School of Veterinary Medicine proposal for a clinician educator track (the three proposals appear on pages 7-9 in this issue). The proposals are for discussion and action and the Executive Committee recommends their adoption.
8. Report of the Ad Hoc Committee on Faculty Involvement in Academic Planning (below). For discussion and action; adoption is recommended by the Executive Committee.
9. Report of the Faculty Grievance Commission
10. Report of the Economic Status Committee, including this year's proposed salary increase
11. Adjournment by 5:30 p.m.

**Report of the Ad Hoc Senate Committee on  
Faculty Involvement in Academic Planning**

*March 22, 1983*

This committee was created by the Senate Executive Committee on December 1, 1982, in response to the resolution passed by the Faculty Senate at its meeting of November 17, 1982:

The Faculty Senate finds the procedures used to terminate the School of Public and Urban Policy inadequate and contrary to the understandings arrived at between the faculty and the administration at the time of the review of the School of Allied Medical Professions.

The Faculty Senate instructs its chair and executive committee immediately to initiate steps to provide for open advance discussion of major academic decisions, maintaining confidentiality on sensitive budget and personnel issues but not on their aggregate effects and academic implications. The Faculty Senate also instructs its chair and executive committee to consider the reconstitution of an academic planning review committee which will report to the Faculty Senate and be accountable to it.

The Senate Executive Committee advised the ad hoc committee that "a proliferation of committees would not solve the problem but that more reporting might." The committee, therefore, adopted a narrow conception of its charge. We have assumed that the Academic Planning and Budget Committee will continue:

1. to advise the administration on a broad range of matters including shifts of resources within an essentially stable framework, the assessment of the long-term implications of incremental budget decisions, the evaluation of schools, major reallocation of resources, and strategic responses to shifts in the external environment of the University.
2. to operate as a small group chaired by the provost.

We have responded to the Faculty Senate's resolution and to the Senate Executive Committee's caution with a recommendation to expand communication between the Academic Planning and Budget Committee, the Senate Executive Committee and, ultimately, the Faculty Senate.

The creation of the Academic Planning and Budget Committee in April, 1981, extended the strategic planning capability of the administration. Our recommendation, in a complementary manner, would strengthen those faculty institutions which cut across school lines. Unless the Senate Executive Committee and the Faculty Senate are engaged broadly in strategic planning, they will—necessarily—repeatedly oppose new initiatives on grounds which the administration will consider uninformed and parochial. Even worse: they will accept them with hostility and kill them with indifference.

We propose that the provost and at least one faculty member of the Academic Planning and Budget Committee (APBC) discuss that com-

mittee's agenda with the Senate Executive Committee (SEC) at the beginning of each academic year. As new agenda items are introduced, they should similarly be discussed with the Senate Executive Committee. During these conversations, SEC may suggest items to the Academic Planning and Budget Committee for its consideration. SEC may also decide to launch planning discussions of its own. In this way, SEC will be prepared to engage the APBC and the administration with confidence and competence when issues are brought forward for decision.

The discussion of the agenda should be complemented by conversations with the Senate Executive Committee before the APBC finishes work on evaluations and recommendations which bear upon major reallocations or strategic shifts in policy or structure. In response to an APBC draft, SEC may counsel the administration, seek broader faculty involvement in the issue or allow events to go forward without interruption. In all cases, however, SEC will have been engaged—either as supporter or critic—in all major policy decisions.

The line between incremental budget decisions and new strategic choices is very dimly marked. Since we are not attempting to involve the Senate Executive Committee deeply in the annual (or now, biannual) budgetary process, we suggest that the Senate Executive Committee and the Academic Planning and Budget Committee will grow to trust one another's judgment if each errs in favor of the other. The Academic Planning and Budget Committee should offer to share broadly with the Senate Executive Committee, supplying more information on more issues that SEC wants. SEC should return the favor by setting its sights high, avoiding the temptation to see every change in subvention as a major reallocation. At the end of each academic year, the provost and at least one faculty member of the Academic Planning and Budget Committee should sit down together with the Senate Executive Committee to review the overall work of the Academic Planning Committee and the relations between the two bodies.

*June Axinn (social work)*  
*Clifton C. Cherpack (Romance languages)*  
*Charles E. Dwyer (education)*  
*Michael B. Katz (education & history)*  
*Barbara J. Lowery (nursing)*  
*Seymour J. Mandelbaum (city & regional planning), chair*  
*Henry Teune (political science)*

**Other Proposals for Action** ☐

*ALMANAC, April 12, 1983*

# Report of the Ad Hoc Senate Committee on Long-term Non-tenure Accruing Academic Appointments

April 4, 1983

## Background

This committee was convened by the chair of the Faculty Senate to "consider the implications for academic freedom and the principles of tenure of the burgeoning requests for long-term academic appointments not leading to tenure . . ." Further, the committee was asked "to examine and weigh the potential risks and benefits and to set forth conditions for long-term non-tenure accruing appointments which will reduce those risks to acceptable levels . . .". The committee was appointed and the charge formulated in view of the proliferation of plans for increasing the number and variety of faculty outside the tenure track. This past year two proposals and one inquiry have come to the Faculty Senate for clinician educator tracks similar to those already existing in the Medical School and the Dental School and a proposal was received for a seven-year clinical/lecturer track similar to that previously established in the Law School. The College of Arts and Sciences faculty has just passed a proposal for long-term "senior lecturers" and is requesting Faculty Senate approval. The Medical School which is limited to a maximum of 25% of clinician educators is already above that ceiling and is pressing to increase that group.

In reviewing its charge and the concerns that gave rise to this committee, the committee agreed it would examine proposals for the general issues they raised for academic freedom and the principles of tenure in order to establish some benchmarks to guide the Faculty Senate in its consideration of the appropriate "tenure mix" for each school. We were concerned with the significance of tenure for the institution and for the protection and rights it confers upon individuals and tried to establish some principles for evaluating new proposals or extensions of existing ones which went beyond established programs. The existence of proposals for action focused our attention on these specific areas. The committee has worked closely with the Senate Committee on the Faculty in reviewing a number of specific proposals.

In the course of our discussions we conferred at length with Deputy Provost Richard Clelland, Dean Edward Stemmler, Associate Dean Walter Wales and Professor William Hanaway. Overlapping membership with the Senate Committee on the Faculty provided opportunity for consultation with Professors Carol Germain and Rosalyn Watts of the School of Nursing as well as with committee members.

## Clinician Educator Track

There are currently two such tracks in the University, a small track begun in 1981 in the Dental School and the Medical School track which was approved in 1976. Appendix A summarizes these existing faculty tracks and the two proposed plans. In reviewing the many questions raised by the proposals of the Nursing School and the School of Veterinary Medicine and the interest of the Medical School in raising the ceiling on the relative size of this track, three areas demanded particular attention. Our concern with tenure, academic responsibility and the academic leadership of schools dominated the discussions of the ceilings by school. By extension we were lead to a second question: a consideration of the issue of departmental ceilings. A third set of issues involved the protections offered to individuals in this track and led us to an examination of the "Guidelines for Appointments and Promotions for Full-time Faculty in the School of Medicine," (approved by the Provost May 6, 1981) which currently form the basis for personnel actions for clinician educators in that school.

## A. New Proposals: Nursing School and Veterinary Medicine

The clinician educator track was established in order to provide an opportunity for skilled clinicians to offer their rich practice knowledge to the University on a continuing and assured basis. The committee fully supports this.

The proposals from the School of Nursing and the School of Veterinary Medicine further that goal and appear to the committee to meet the safeguards to the tenured faculty established in the two prior plans: (1) They each have definite review dates, (2) The protections they offer individuals in the track are as strong as others now in place, (3) They each have limits set within established guidelines for the size of clinician educator faculty. Further, they have each added a new safeguard which appears highly desirable: limits by department. Thus they avoid the awkward possibility that the intellectual direction of a department will be set by financial, not academic considerations. We communicated our approval of both of these proposals to the Senate Committee on the Faculty.

## B. The Medical School

The issue of a ceiling on clinician educators is most urgent in the case of the Medical School. The restraint on the proportion of clinician educators reflects a concern with the research orientation and general direction of the school. The ultimate vitality of any discipline or any school depends upon the freedom of inquiry resulting from academic tenure. The Senate Committee on the Faculty which formally proposed the track in 1976 thus stipulated that:

At no time shall the voting strength of faculty members on the new clinical faculty track exceed 25% of the voting strength of the faculty of the School of Medicine as a whole.

The committee meant by that, we believe, to set the relationship of the number of clinician educators to the number of standing faculty and standing faculty-clinician educators (the procedure in other proposals). There is, however, some confusion about the base in the use of the ratio by the Medical School. Specifically, research professors, who are not part of the standing faculty, are part of the voting faculty of the Medical School. To include them in the base for this purpose weakens the intent of the ceiling. To rectify the misunderstanding, and to bring the Medical School into line with the other schools, we propose raising the ceiling on clinician educators to 30% and clarifying the ratio in terms of the standing faculty. We note that 30% in this ratio brings the number to the same point as 25% under the Medical School interpretation of the formula.

In addition to the total number of clinician educators in the Medical School there is a distributional pattern of concern. In most departments tenurable faculty make up more than half of the standing faculty and standing faculty-clinician educators. But in three departments, they do not. In two of these in fact, anesthesia and radiology, clinician educators far outnumber the tenurable faculty. On the premise that all academic departments do best if the majority of the members have the protection of the tenure system, we propose that departmental limits be set.

## Appointment Guidelines

To offer safeguards to clinician educators holding Medical School appointments and to protect them from arbitrary actions affecting their status and professional opportunities, the University has adopted a set of policies related to their employment, promotion and termination

(Guidelines for Appointments and Promotions for Full-time Faculty in the School of Medicine, May 6, 1981).

1. A description of the two tracks in the Medical School, the tenure track and the clinician educator track is contained in the guidelines. A diagram indicating the relationship of the two tracks and their interaction for both the seven-year probationary program and the ten-year probationary program is included. Both the diagram and the text suggest freedom of choice at several decision points for the individual as to the two tracks. This is misleading. The existence of a ceiling on the clinician educator track should be made clear to everybody involved. It may simply not be possible for an individual to opt for the clinician educator track.

2. The guidelines discuss the criteria for each track and describe in considerable detail the evidence and documentation needed to substantiate a rank of full professor in either the tenure or clinician educator track. One statement seemed unusual enough to warrant concern and require elimination.

To demonstrate that the individual's *presence enhances the prestige of the University* there should be documentation that the person . . . possesses such qualities as loyalty, enthusiasm, courtesy, respect, ethics, etc., and dedication to his department, school and University. (p. 13)

These qualities are more emotive than academically clear.

3. When the Faculty Senate proposed a clinical faculty track in the Medical School (1976), it specified four reasons for termination of employment.

Termination of employment for persons who have chosen and entered into work on the non-tenure track will be made only because of (1) failure to secure promotion to associate professor by the end of the appropriate probationary period . . . (2) attainment of any required retirement age; (3) lack of funds from practice to pay their salaries; or (4) for "just cause" as customarily determined within the University.

The current guidelines essentially adopt these criteria, but add one more: "failure to maintain a balance of excellence in clinical and teaching performance." Presumably this means some ratio of effort in each area. However, the lack of criteria for either "balance" or "excellence" and the lack of specificity regarding applicable procedures (who will decide these questions initially, what appeal mechanisms apply, etc.) leave the matter arbitrary and subjective and the candidate completely at risk.

Overall, the guidelines statement is of such major importance in affirming proper personnel standards that we propose serious attention be given to clarifying these issues. With the potential addition of clinician educator tracks in other health-related schools there is an even more urgent need for a unified, clear statement of procedures and standards.

## FAS Long-term Lectureships

The Faculty of Arts and Sciences has proposed the establishment of long-term senior lecturers to perform "an instructional service which is exceptionally difficult (or impossible) to obtain from members of the standing faculty." The need for specialists in particular areas—especially the performing arts and some non-European languages—seems particularly pressing. While this is a problem of long standing, the committee recognizes its increasing urgency.

It is the stated intention of this proposal to create an alternative to the tenure track. The proposal clearly says that "Persons appointed to this rank will normally not possess the scholarly credentials expected of members of the standing faculty." The same is true of the lecturers now employed in the Faculty of Arts and Sciences who are described as "persons who do not possess the normally expected scholarly credentials but nevertheless provide valuable instructional service." These lecturers are employed for three-year terms, renewable at the discretion of the provost. The Report of the Ad Hoc Committee on Long-term Lecturers in FAS points out that the provost "has refused to permit any appointments which extend beyond the sixth year . . . because of the lack of sharp demarcation between the duties of full-time lecturers and members of the standing faculty." And this, in fact, is one of the major reasons for the new track—i.e. if the three-year terms could have been renewed, the push for long-term lecturers would be diminished.

Unfortunately, the proposal does little to advance the distinction between the two tracks. To avoid the legal entanglements of tenure by default, the conditions of employment and of termination need specifica-

tion. The present proposal does not resolve the problem of *de facto* tenure. In fact, it perpetuates the problem.

The committee expresses concern for appropriate safeguards against concentration of long-term lecturers in a department or program (the FAS proposal sets a limit of 3% of its standing faculty for the total number of 15 lecturers but makes no provision for distribution to the several departments). Further, the committee has concerns for criteria establishing and filling such appointments in comparison with the criteria observed in appointing members of the standing faculty.

Overall, the committee finds this proposal poorly defined, both quantitatively and qualitatively.

## Conclusion

Finally, it should be obvious that the committee has only touched the most currently pressing aspects of its charge. Given the anticipated financial and demographic stresses of the University, we can expect to continue to face the need for flexibility and variety in the structure of the academic staff. The patterns of use of non-tenure accruing faculty will vary in time to meet the requirements of the different schools. Future committees must insure that this need be balanced with the need to protect areas of concern of the tenured faculty, such as ability to study unpopular and unprofitable subjects, and to shield the exploration of ideas from the short-run demands of the marketplace.

## Recommendations

1. That the size of the clinician educator faculty of the Medical School be raised to 30% of the sum of the standing faculty plus clinician educators in the Medical School.

2. That the clinician educator faculty of each department of the Medical School be limited to no more than 50% of the sum of the standing faculty plus clinician educators in that department.

3. That a task force be asked to draw up guidelines for appointments and promotions for clinician educators in all of the health-related schools, with full regard to the protections of their rights and the explication of their responsibilities.

4. That the proposal for long-term lectureships in the Faculty of Arts and Sciences be rejected.

*June Axinn (social work), chair*  
*Paul Bender (law)*  
*Stuart W. Churchill (chemical engineering)*  
*Gary Cohen (microbiology, dental)*  
*Murray Gerstenhaber (mathematics)*  
*Henry Hiz (linguistics)*  
*Robert E. A. Palmer (classical studies)*  
*David Pleasure (neurology)*

## Appendix A

### Clinician Educator Track Summary

School	Faculty Senate Status	Limits & Provisos	Review Date
Dental	Approved 1981	No more than 10 before July 1985	1984
Medicine	Approved 1976	No more than 25% of fully affiliated medical faculty No right to vote on tenure issues in Faculty Senate	
	Made members of standing faculty 1979 Request to lift 25% cap under consideration 1983		
Nursing	Under consideration, to start July 1983	Maximum of 30% of standing faculty maximum of 50% in each department	1988
Veterinary	Under consideration 1983	Maximum of 30% of standing faculty of any department. Total of no more than 15 before July 1988	1987

Three specific non-track proposals are on the next pages. ▶

**For Discussion and Action at Senate April 20**

The following proposals from the School of Nursing for a clinician educator track and a seven-year lecturer/clinical specialist and a clinician educator track proposal from the School of Veterinary Medicine conform to the principles previously established for similar tracks in other schools. These were favorably reported to the Senate Executive Committee at its meeting of 4/6/83 by the Senate Committee on the Faculty and they are being sent to the full Faculty Senate with a recommendation for favorable action.

## Clinician Educator Track in the School of Nursing

The Faculty of the School of Nursing unanimously approved the following proposal for the establishment of a Clinician Educator track:

a. There shall be established a category of full-time Clinician Educators, who are members of the Standing Faculty of the University on a nontenured Clinician Educator track, to take effect on July 1, 1983 or as soon thereafter as is administratively practical.

b. These persons will be members of the Standing Faculty of the University.

c. Their appointment will be made on recommendations of their clinical area faculty through the chairpeople (Section Chairpersons) to the Dean of the School of Nursing. To take effect an appointment or promotion must be reviewed and approved by the School of Nursing's committee on faculty appointments and promotions (Personnel Committee) utilizing general criteria defined and agreed to by the voting faculty of the School. It must be reviewed and approved in normal course by the Dean and Provost's Staff Conference.

d. Termination of employment for persons who have chosen and entered into work on the nontenure track will be made only because of (1) failure to secure promotion to Associate Professor by the end of the probationary period which shall not exceed ten years; (2) attainment of any required retirement age; (3) insufficient funds from clinical income generated by the individual to pay the agreed upon portion of his/her salary; or (4) for "just cause" as customarily determined within the University. (See "j" below.) See Appendix A for Termination Procedure and Internal Appeal Mechanism.

e. To assure conformity with nomenclature approved for University appointees in the Clinician Educator track with a professorial rank, the appointee will hold the modified title of Assistant Professor, Associate Professor, or Professor of *Clinical Nursing* (or other specialty, as appropriate) at the School of Nursing. That is, a clear and correct modifier must be attached to the professorial title. Whatever title is chosen is to be written in full whenever used in documents, in listings of University personnel and in correspondence.

f. There will be an initial three-year appointment for all full-time nursing faculty who are first appointed to nontenured positions. Faculty may choose at the time of appointment either a direct appointment to the Clinician Educator track or a seven-year or a ten-year tenure track probationary period. In the case of faculty on the seven-year probationary track, a decision must be made by the end of the initial three-year appointment to either remain in the seven-year track or transfer to the ten-year tenure track or the nontenure Clinician Educator track. Those in the ten-year track must, after six years of service at the latest, choose between the two tracks with no subsequent change from tenure to nontenure track permitted. A faculty member initially appointed to the Clinician Educator track may change to the seven-year traditional tenure track at the completion of the third year of his/her appointment as a Clinician Educator if such a position is available. Persons from outside the School faculty with appropriate experience and credentials for initial appointment to senior ranks will ordinarily join immediately with the Standing Faculty Clinician Educator group (without tenure).

g. All Clinician Educators will have a written contract with the School of Nursing that contains a clear statement of:

- the conditions of employment; including use of facilities and access to patients.
- the circumstances under which the contract can be terminated;
- the responsibility of the School of Nursing or other budgetary unit for payment of income and all specified benefits; and the rights of persons to due process by mechanisms available to all University faculty in the event of grievances of alleged failure to protect the individual rights accorded a faculty member.
- the restrictions that all patient care activities will be in facilities under the auspices of or approved by the School of Nursing.

h. Inasmuch as benefits are not restricted to tenured employees of the University, appointees will be entitled to full University faculty benefits. Leaves are not an unconditional benefit, whether for scholarly or other purposes and will be granted only when determined on an individual basis to be in the interest both of the individual and of the School of Nursing.

i. A faculty member on this track will be required to devote his/her full professional time to activities on behalf of the educational and patient care activities of the School of Nursing. All practice earning will be returned to and managed by the School of Nursing. Salaries will conform to School of Nursing policies. The faculty member will be subject to University policy on conflict of interest except that he/she will not be permitted to devote any time to employment in extramural professional practice.

j. Except for restriction on outside employment (Section "i"), persons in this category will share all rights and privileges of other School of Nursing faculty except voting on matters of tenure and on compensation of tenured faculty. Should grievances arise which are not resolved administratively, appointees may seek adjudication through the established mechanisms of the Grievance Commission and the School Committee on Academic Freedom and Responsibility as appropriate to the circumstances.

k. At no time shall the voting strength of faculty members on the new Clinician-Educator track exceed 30% of the voting strength of the Standing Faculty of the School of Nursing as a whole, and no Section shall have more than half (50%) its Standing Faculty membership composed of Clinician Educators.

l. If approved, these recommendations will apply to all persons appointed beginning with the 1983-84 academic year and to full-time, nontenured members of the Standing Faculty of the School of Nursing who voluntarily choose to be placed on the new track within six months of their notification of its availability. Written notification of this option shall be given at an early date following its approval to all eligible faculty members and is to include a statement limiting the period of any individual's probationary service to a maximum of ten years from the date of appointment at the assistant professor level.

m. The School of Nursing is committed to a full review of this Clinician Educator track within five years after implementation but in any case not later than 5/1/88.

Nothing in these recommendations is intended to change the status of or to increase or decrease the rights and obligations of other persons presently on the full-time faculty of the School of Nursing.

### *Appendix A*

#### **Procedure for Termination of Employment and Appeal Mechanism for "Lack of Funds From Clinical Income"**

Clinician Educators will be reviewed yearly for generation of the agreed upon level of practice funds. If by April 1st of the first academic year of employment a Clinician Educator has not generated the agreed upon level of practice funds, a period of observation of one year is required. Written notice of the initiation of a period of observation and potential termination at the end of that year must be provided by the Section Chairperson in collaboration with the Dean and Program Director to the clinician Educator by April 1st. This notice must include a statement of the amount of practice funds that the Clinician Educator will be obliged to generate during the subsequent observation year. If by April 1st of the first year of observation the Section Chairperson finds that the Clinician Educator has not generated the appropriate level of practice funds, the Section Chairperson and the Dean must give written notice to the Clinician Educator if termination of her or his appointment is desired at the end of the academic year.

Extension of the observation period for one year may be given in writing by the Section Chairperson not later than April 1st of the first year of observation if, in

the discretion of the Section Chairperson, there has been sufficient improvement in the generation of practice funds. If an extension is given, the Section Chairperson and the Dean must by January 1st of the second year of observation, elect either termination of the Clinician Educator at the end of the extension or cancellation of the notice of termination. This latter option implies return to pre-observation period status.

The following appeal mechanism will apply: should the Clinician Educator either contest the level of practice funds set by the section chairperson and the Dean or assert that she/he has generated the appropriate level of practice funds, the Clinician Educator may, not later than one month after the last day of the period of observation and possible termination notice, file a written appeal with

the Dean and the Chairperson of the Personnel Committee. Within one month of receipt of such written appeal, the Personnel Committee shall appoint from its membership an Ad Hoc committee of three which shall elect its own chairperson. The Ad Hoc committee shall investigate and report in writing to the Clinician Educator, the Section Chairperson, Program Director, the Personnel Committee, and the Dean within one month of its appointment whether termination is or would be in accordance with the standards and procedures set forth in the initial contract and Clinician Educator document.

*Approved by the Faculty of the School of Nursing 12/5/82*

*Received by Senate Committee on the Faculty 3/9/83*

*Final draft 3/28/83*

## Seven-Year Appointments for Lecturer/Clinical Specialist in the School of Nursing

The purpose of this memorandum is to provide the information needed by the Senate Committee on the Faculty for consideration of this proposal for extending the possible maximum number of years of full-time service of clinical specialists in the academic support staff of the School of Nursing from three to seven years. Our needs are similar to those experienced by the Law School in sustaining its clinical program.

### *Statement of Need*

The mission of the School of Nursing at the University of Pennsylvania is to be at the forefront of the discipline of nursing by, among other goals, providing excellence in the quality of its graduate programs. The graduate programs prepare clinical specialists for a variety of subspecialties. This means that graduate students need to be precepted by people who are expert clinical nurse specialists. In order for these nurses to maintain their clinical expertise, they must devote a major portion of their time to direct care of clients. In some cases, certification, and in other cases, re-certification procedures stipulate a minimum number of hours per week or year in practice. Possession of certification is rapidly becoming a job requirement in primary care and is already mandatory for entry into the practice of nurse-midwifery.

The clinical instructional staff in primary care and nurse-midwifery programs throughout the country are persons who have been in practice and are deeply committed to this practice. The vast preponderance of these clinical specialists are actively involved in application and dissemination of nursing knowledge rather than the generation of new knowledge. They are more inclined to devote their energies to direct efforts at improving the quality of nursing care through client servicing and role-modeling for students. They are also particularly concerned with developing effective clinical teaching methods and materials, and they choose to concentrate their efforts in providing direct patient care and individualized supervision of graduate nursing students.

Apart from the certification issue and currency of practice needed for optimal precepting in a clinical nursing speciality area, the current maximum allowable three year appointment of non-doctorally prepared clinical faculty in the School of Nursing does not give stability to the primary care and nurse-midwifery educational programs. A constant three year turnover of clinical specialists not only impedes continuity of client caseloads for student learning and stability in student learning experiences, but also interferes with recruitment of clinical experts to this University since minimal job security is offered and new practices require 2-4 years to develop. It is also important to note that there is a very limited supply of expert clinician specialists in primary care and nurse-midwifery. In nurse-midwifery, for example, there are only 7 doctorally prepared clinical-teachers in the country and approximately 50 clinical specialists with a terminal master's degree. The situation is similar for primary health care.

The School of Nursing wants to be able to retain its clinical experts in nurse-midwifery and primary care for longer periods of time so they can build a caseload of patients and thus provide stability for student learning and clinical teaching. Having clinical specialists at practice sites affords the students access to these nurses' caseloads while under their direct supervision. Short term appointments will simply not generate a

sense of commitment to these graduate specialty nursing enterprises. Moreover, the very short term appointments will not attract the very best clinical specialists which we have already pointed out are relatively few in the specialties of primary care and nurse-midwifery in this country.

It is important to note that the clinician-educator track is not appropriate for two reasons: (1) the clinical specialists cannot generate their salaries from their nursing practices and (2) there are so few doctorally prepared persons in these specialties in the country that recruitment efforts would fail at this time.

These lecturer-clinical specialists are distinguished from the Faculty by their concentration on the supervision of the graduate student practice of primary care or nurse-midwifery as opposed to the teaching of the theory of nursing. It is anticipated that these lecturer-clinical specialists will not be involved in the School of Nursing teaching activities outside the clinical major and their dominant roles will be to maintain a caseload of patients for on-going student practice and supervise that student practice.

Thus, we urge you to endorse the faculty's recommendation for annual appointments up to a maximum of seven years for these full-time lecturer-clinical specialists. The School of Nursing is committed to a full review of this change within five years after implementation. The following details are included for your review as well:

1. *Title:* Lecturer/Clinical Specialist
2. *Definition:* A master's prepared clinical specialist in nurse-midwifery or primary care appointed to the academic support staff full-time, with evaluation and renewal of appointment annually for up to seven years.
3. *Criteria for Appointment:*
  - a. Master's degree in nursing with specialty preparation in primary care and/or nurse-midwifery.
  - b. National and/or State certification in the specialty area.
  - c. Maintenance of client caseload for student learning.
4. *Salary/ Reimbursement:*
  - a. 100% salary and benefits received from the School of Nursing with any direct reimbursement funds from client services returned to the School of Nursing.
  - b. Salary will be determined by years of clinical practice and general level of performance in lecturer-clinical specialist role.
5. *Numbers needed:*
  - a. Nurse-midwifery—4 (In practice at Pennsylvania Hospital—full scope nurse-midwifery)
  - b. Primary Care—3

In summary, no more than seven positions will be created in the 7-year track. No new appointments shall be made to the 7-year track after 5/1/88 unless the track shall have obtained a favorable review by the Senate Committee on the Faculty.

*Approved by Personnel Committee 12/13/82*

*Approved by Faculty of the School of Nursing 1/17/83*

*Reviewed by the Senate Committee on the Faculty 3/9/83*

*Final draft 3/28/83*

## Clinician-Educator Track in the School of Veterinary Medicine

**Intention:** The School of Veterinary Medicine recognizes the need for a Clinician-Educator Track for full-time faculty members with primary responsibilities for service and teaching in the clinical departments of the School. The clinical service is an integral part of the teaching mission of the faculty in the clinical departments. Proficiency evaluation in the dual functions of service and teaching has been difficult in relation to conventional research productivity in the process of academic promotion. The clinical service and teaching obligations of our School require a category of faculty who do not by the very nature of these obligations satisfy criteria for progress in the traditional tenure track. Therefore, a new category of full-time, fully-affiliated faculty will be established in the clinical departments of the School. The intentions of the following resolutions are two-fold: to define the clinician-educator's role as required by us; to define the track(s) in which the clinician-educator may be appointed and progress.

**Resolved,** that:

1. There shall be established in the School of Veterinary Medicine a category of full-time clinician-educators who are members of the Standing Faculty of the University on a non-tenured clinician-educator track, to take effect on July 1, 1983, or as soon thereafter as is administratively practical.

2. Clinician-Educator appointments will be made on the recommendations of their department chairs to the Committee on Appointments and Promotions and Dean of the School. Review for appointment shall utilize the traditional criteria commonly applied in the School except for those criteria specifically involving the research requirements for tenure. Appointment and promotion will be reviewed and approved in the normal course by the Provost Staff Conference.

3. Termination of employment for persons who have chosen and entered the clinician-educator track will be made only because of (1) failure to secure promotion to associate professor by the end of the probationary period which shall not exceed ten years; (2) attainment of any required retirement age; (3) failure to provide appropriate clinical income commensurate with responsibilities assigned by the chair; (4) for "just cause" as customarily determined within the University.

4. To assure conformity with nomenclature approved by the University, appointees in the clinician-educator track with a professorial rank will hold the title of assistant professor, associate professor, or professor of clinical specialty in the appropriate department, hospital or teaching unit in the School. This title is to be written in full whenever used in documents, in listing of University personnel, and in correspondence.

5. There will be an initial three year appointment for all full-time veterinary faculty who are first appointed to non-tenured positions. Faculty members initially appointed to the clinician-educator track may change to a seven-year traditional tenure track at the completion of the third year of their appointment as a clinician-educator. Clinical faculty may be offered at the time of their first reappointment either a direct appointment to the clinician-educator track (10 year), or a seven year or a ten (10) year tenure track probationary period. In the case of clinical faculty in the seven year probationary track, a decision must be made by the end of the initial three year appointment to either remain in the seven-year track, or transfer to the ten (10) year track, or to the non-tenure clinician-educator track. Those in the ten (10) year track must, after six years of service at the latest, choose between the two tracks with no subsequent change from tenure to non-tenure track permitted. Persons from outside the School faculty with appropriate experience and credentials for initial appointment at senior ranks will ordinarily join immediately with the Standing Faculty (with tenure) or with the Standing Faculty clinician-educators (without tenure). The total probationary period for clinician-educators will be ten (10) years. (See flow sheet.)

6. All clinician-educators will be given a letter of appointment from the School which shall contain a clear statement of

- the conditions of employment; and
- the circumstances under which the agreement may be terminated; and
- the responsibilities of the School or other budgetary unit for payment of salary and other benefits; and
- the right of persons to due process by mechanisms available to all the individual rights accorded to a faculty member.

7. All clinician-educators will be entitled to full University faculty benefits. Scholarly leaves will be granted when determined on an individual basis to be in the interest both of the individual and of the School of Veterinary Medicine. (*Almanac*, December 15, 1981)

8. The clinician-educators will be required to devote his/her full professional time to activities on behalf of the educational and service activities of the School of Veterinary Medicine in keeping with responsibilities of other Standing Faculty. Salaries will conform to the School of Veterinary Medicine practices. The faculty member will be subject to University policy on conflict of interest. The policy on extramural consultative and business activities will apply to these faculty members (*Almanac* March 8, 1983).

9. Clinician-educators will share all rights and privileges of other Standing Faculty in the School. Should grievances arise which are not resolved administratively, appointees may seek adjudication through the established mechanisms of the University.

10. At no time shall the voting strength of faculty members in the clinician-educator track exceed twenty-five percent (25%) of the voting strength of the Standing Faculty of the School of Veterinary Medicine as a whole.

11. At no time shall more than thirty percent (30%) of the Standing Faculty of any clinical department be on the clinician-educator track. Until July 1, 1988, no more than fifteen (15) clinician-educators will be appointed in the School.

12. These recommendations will apply to all persons appointed beginning with the 1982-83 academic year and to full-time, non-tenured clinical faculty already in the Standing Faculty of the School of Veterinary Medicine who voluntarily choose to be placed in the new track within six (6) months of their notification of its availability. Written notification of this option shall be given at an early date following its approval to all eligible faculty members and is to include a statement limiting the period of any individual's probationary service to a maximum of ten (10) years from the date of appointment to the rank of assistant professor.

13. One of the viable reasons for termination of employment of clinician-educators is failure to generate appropriate income. Income in this regard refers to collected professional fees or other funds generated by clinician-educators. Clinician-educators must generate a level of income appropriate to the patient care responsibilities assigned to them in their department. These activities are assigned by the department chair after consideration of the clinician-educator's other academic activities, administrative activities and obligations. The funds generated must be sufficient to cover an appropriate portion of the academic base salary, benefits and overhead. In cases where patient care activity is the predominant activity of clinician-educators, an appropriate portion of salary, benefits and overhead may be the entire amount. In other cases, the appropriate portion may be less than the entire amount due to type of patient, time necessary to develop clientele, or other academic duties assigned within the department. The clinician-educators must be informed by their chair of the amount of clinical income and clinical responsibilities to be expected each year.

In order to establish that a clinician-educator has not generated appropriate funds, a period of observation of one (1) year is required. Written notice of the initiation of a period of observation must be provided by the chair to the clinician-educator and Dean of the School. This notice must include a statement of the amount of funds that a clinician-educator will be obliged to generate. If after a one year observation the chair finds that the funds have not been generated, the chair must give written notice to the clinician-educator if termination is desired. This written notice shall include the reasons for it and a description of the appeal mechanism open to the clinician-educator. The written notice shall indicate termination at the end of the next full academic year. The appeal process available to the clinician-educator is the same as that approved by the Faculty Senate on November 5, 1980, except that the appeal be written to the Dean and Chairman of the Committee on Academic Freedom and Responsibility.

14. The experience with this track will be reviewed by the School, University administration, and the Faculty Senate in 1987.

*Adopted by the Faculty December 12, 1982.*

### Children's Activities

**April 16** *Long Ago and Far Away: An Introduction to the Museum For Your Child*, for ages 7-12, 10 a.m.-noon or 1-3 p.m., \$20 for one adult and one child, \$5 for each additional family member (CGS). Information/registration: Ext. 6493.

### Conferences

**April 15-17** *Sexology: Retrospective and Prospective*, workshops, panel discussions and presentations on sex research, sex education and sex therapy, University City Holiday Inn. Information: Ext. 5195 or 7364 (Society for the Scientific Study of Sex, Graduate School of Education).

**April 22** *Creative Management in Higher Education: Second Annual Delaware Valley ACE-NIP Conference* (American Council on Education-National Identification Program for the Advancement of Women in Higher Education Administration); Vance Hall, Wharton School. Registration/information: Ext. 7585 or 5396.

**Third Annual CLAS Symposium**, 2 p.m., West Lounge, Williams Hall (Comparative Literature Association of Students).

**April 23** *American Historical Archaeology Symposium*, 2 p.m., Rainey Auditorium, University Museum, admission \$5, \$3 for members and senior citizens; free for Penn faculty, students, and staff.

### Coursework and Training

#### College of General Studies

**April 12** Degas, 10 a.m.

**Fund Raising—Guidelines for Difficult Times**, 5:45 p.m. Stress Management and Prevention, 6 p.m.

**April 13** *On Your Own: Establishing Yourself as a Consultant*, 6 p.m.

Poland, 6:30 p.m.

**Victorian Architecture: Philadelphia's Treasure Chest**, 7 p.m.

**April 14** Cemetery Walk, 10 a.m.

**April 16** Cemetery Walk, 10 a.m.

**April 17** *America: A Musical Portrait*, 2 p.m.

**Long Nights and Frozen Sites: Eskimo Art and Archaeology**, 2 p.m.

**April 18** *The Stamp of an Era: Victorian Decorative Arts*, 1 p.m.

**April 23** Press Release Workshop, 9 a.m.

**Computers for the Home User**, 9:30 a.m.

**April 23, 27** Effective Time Management, 9:30 a.m.

**April 24** *Music by Women Composers: Renaissance, Baroque and Contemporary*, 2 p.m.

These are non-credit courses sponsored by CGS. Dates shown are starting dates of courses. Information and registration: Ext. 6479 or 6493.

#### Morris Arboretum

**April 12** *Herbaceous Border Plants*, 6:30 p.m.

**April 16** *Constructing the Landscape*, 10 a.m.

**April 23** *Rock Gardening for the Beginner*, 11 a.m.

**April 24** *Spring Flower Walk*, 1:30 p.m.

These courses are sponsored by the Morris Arboretum. Pre-registration is required for all classes. Information: 247-5777.

#### School of Nursing

**April 21** *Infertility: A Nursing Perspective*, Penn School of Nursing. Information/registration: Ext. 4522.

#### Training Division of Personnel

**April 12** *Publications Production*, 1:30-4 p.m.

**April 14** *Time Management*, 10:30 a.m.-12:30 p.m.

**April 15** *Preparing to be Interviewed*, noon-1 p.m.

**April 20** *The Interview Process: From Start to Finish* for staff with hiring responsibilities, 1-4 p.m. \$10 fee per participant, charged to the participant's department, following supervisory approval.

**April 19, 21** *Approaching Your Staff Positively*, 9 a.m.-noon (participants must attend both sessions). \$30 fee per participant, charged to the participant's department, following supervisory approval.

**April 22** *The Art of Delegation*, 9 a.m.-noon, \$10 fee per participant, charged to the participant's department, following supervisory approval.

Information/registration: Training Division, 516 Franklin Building/16, Ext. 3400.

### Exhibits

**Through April 17** *Fruits of Wise Men*, from the *Banana Series*, paintings by Adrienne Margolis, graduate student; Philomathean Gallery, College Hall.

**Through April 24** *Connections: Bridges/Ladders/Ramps/Staircases/Tunnels*; Institute of Contemporary Art.

**Through April 30** *Plans for International Peace, 1300-1945*; Klein Corridor, Van Pelt Library.

**Black Women: Achievements Against the Odds**, a photo exhibit presented by the Women's Center in honor of Year 102 and developed by the Smithsonian Institution; first floor, Houston Hall.

**April 12-May 6** *Sculpture by Sergio Castillo*, distinguished Chilean artist, recent works in stainless steel, bronze and brass; Faculty Club.

**Through Fall** *Wharton School Authors*, an exhibit consisting of copies of books and articles by Wharton faculty, teaching and research staff; lounge area of Dietrich Graduate Library Center, Van Pelt-West.

**The Lenape: Wanderers in their Own Land**; Sharp Gallery, University Museum.

**Ongoing** *The Egyptian Mummy: Secrets and Science and Polynesia*; University Museum.

### Exhibition Hours

**Faculty Club** 36th and Walnut Streets. Monday-Friday 9 a.m.-7 p.m.

**Institute of Contemporary Art** Fine Arts Building, 34th and Walnut Streets. Tuesday, Thursday, Friday 10 a.m.-5 p.m., Wednesday 10 a.m.-7 p.m., Saturday and Sunday noon-5 p.m.

**Philomathean Gallery** College Hall, 4th floor. Monday-Friday noon-5 p.m.

**University Museum** 33rd and Spruce Streets, phone: 222-7777. Tuesday-Saturday 10 a.m.-4:30 p.m., Sunday 1-5 p.m.

**Van Pelt Library** Monday-Friday 9 a.m.-11 p.m. except holidays. Rosenwald Gallery, Monday-Friday 9 a.m.-5 p.m.

### Guided Gallery Tours

**April 16** *North American Indians*

**April 17** *China*

**April 23** *The Archaeologist's Work*

**April 24** *Africa*

These Saturday and Sunday tours are free and begin at 1 p.m. at the main entrance of the University Museum. Information and to arrange for group tours: Ext. 4015.

### Films

#### GSAC Film Series

**April 15** *The Conformist*.

**April 22** *Kind Hearts and Coronets*.

Films are shown in Fine Arts B-1, at 7:30 and 10 p.m. Admission: \$1.50; Season pass, \$10.

#### PUC Film Alliance

**April 14** *Firemen's Ball*, 9 p.m.; *Closely Watched Trains*, 10:30 p.m.

**April 20** *Eraserhead*, midnight.

Unless otherwise indicated, all films are screened at 10 p.m., Irvine Auditorium. Admission: \$2.

#### Penn Union Council Movies

**April 15** *La Cage Aux Folles*, 8, 10 p.m. Midnight: *The Big Sleep*.

**April 16** *Man With the Golden Gun*, 7:30, 11:45 p.m.; *Goldfinger*, 9:45 p.m.

Schedule subject to change. All shows in Irvine Auditorium. Admission: \$1.50. Midnight: \$1 (Midnight showings of feature films are \$1.50). Information: Ext. 4444.

#### Serious Films

**April 12** *Word is Out* (co-sponsored by Lesbians and Gays at Penn, interview with 26 diverse people).

These free films are screened at noon and 2 p.m. in the Houston Hall Art Gallery by the Office of Student Life; discussions will be held after films. Information: Ext. 6533.

#### Toward Preventing Nuclear War

**April 15** *The War Game: Eight Minutes to Midnight*.

Films are screened at 7:30 p.m., Studio Theatre, Annenberg Center; a presentation of the Graduate Council—The Annenberg School of Communications; The Office of the President.



Kenneth Kaufman

*The dialogue between father and son becomes heated in Arthur Miller's All My Sons with Dan Frazer as Joe Keller and Court Miller as his son Chris. See On Stage.*

### Urban Studies Film Series

**April 14** *Traffic: In The Street*.

Films are shown at 7 p.m., Stiteler Hall, B-21. Admission \$1.

### Meetings

**Faculty Senate: April 20** Spring Meeting, 3 p.m. in 200 College Hall.

**GAPSA: April 13** Monthly Meeting, 6:15 p.m. in Graduate Student Lounge, Houston Hall.

**University Council: April 13** Meeting, 4-6 p.m. in Room 2, Law School.

### Music

**April 15** William Parberry conducts the *University Choir* in music of Dufay, Monteverdi, Liszt and Ravel; 8:30 p.m., Tabernacle Church.

**April 16** The University Museum presents the *Collegium Musicum Concert The Silver Swan*; 2 p.m., Lower Egyptian Gallery, University Museum.

**April 17** *America: A Musical Portrait*, lecture-recital featuring Don Kawash, Murray Callahan and Joey Giordan; 2-4 p.m. (CGS) \$12. Information/registration: Ext. 6493.

*University Chamber Music Society* presents a recital of music by Debussy, Albeniz, and Brahms; 3 p.m., Music Building Annex.

*Mike Pedicin Jr. and his quintet* in concert, also the *Penn Jazz Ensemble*; 8 p.m., Annenberg School Theatre. Tickets: \$7, students with ID \$6. Box office: Ext. 6791.

**April 20** Claude White conducts the *University Wind Ensemble* in music transcribed from the opera repertory, including excerpts from Mozart's *Don Giovanni* for wind octet, "Prelude to Act III" of Wagner's *Lohengrin*, waltzes from Strauss' *Der Rosenkavalier*; Michael Acquaro Mig-nogna conducts the overture to Rossini's *L'Italiana in Algieri*; 8 p.m., Harold Prince Theatre, Annenberg Center.

**April 23** *Collegium Musicum Singers* perform *Flowers of the Renaissance*, a florid polyphony and spring songs for voices, viols and lutes; under the direction of Mary Anne Ballard; 2 p.m., Lower Egyptian Gallery, University Museum. Admission free, \$2 donation requested.

**April 24** *Music by Women Composers: Renaissance, Baroque and Contemporary*, program highlighting the work of women musicians through live performance and narration by *Oracle*, a choral ensemble specializing in performance of acapella masterpieces from Renaissance and

Baroque periods; 2-4 p.m., Room 200, College Hall (CGS). \$12.

*Penn Contemporary Players* perform a program including premieres of David Finko's *Fromm Septet*, Stephen Jaffe's *Arch* for mixed ensemble, Joel Spiegelman's *Astral Dimensions no. 1*; 8:15 p.m., Lang Concert Hall, Swarthmore College.

## On Stage

**April 14-15** *Annenberg Center Dance Umbrella: A Program of Modern Dance Premieres* featuring *Dance Conduit*, *South Street Dance Company*, *Wimmer*, *Wimmer and Dancers* and *Zero Moving Dance Company*; 8 p.m., Zellerbach Theatre, Annenberg Center. Tickets \$8 and \$6; \$5.50 and \$3.50 with Penn ID. Information: Ext. 6791.

**April 14-16** *The Lady's not for Burning*, a Marygold Theatre Company production, St. Mary's Church. Admission: \$4, \$12 for dinner & show Friday and Saturday performances. Information: 386-3916.

*An Evening of One-Acts*, Theatre Lab I: *Suppressed Desires*, Susan Glaspell; *The Waltz*, Dorothy Parker; *Noon*, Terence McNally; *A Writer's Craft*, Paul Kolsby; 8 p.m., Harold Prince Theatre, Annenberg Center. Tickets \$2 at the Box Office.

**April 15-16** *Spring Performance*, Penn Dance & Mime Group; 8 p.m., Annenberg School Theatre.

**April 21, 22** *Jesus Christ Superstar*, Quadramics, 8 p.m., Irvine Auditorium.

**April 21-May 8** The Philadelphia Drama Guild's *All My Sons*, by Arthur Miller. Hidden sins that pit son against father, Zellerbach Theatre, Annenberg Center. Tickets/information: Ext. 6791.

**April 22, 23** *Franklin's Follies*, a whodunit by Penn faculty and staff, 8 p.m., Annenberg School Theatre. Tickets are available at the Box Office or in the Houston Hall lobby, April 13-15, noon-2 p.m.; \$4.50, \$3.50 with an employee I.D.

## Special Events

**April 12-16** *Birds of a Gilded Age and Other Eras*: The 22nd annual University Hospital Antiques Show featuring decorative arts from the 17th, 18th and 19th centuries; noon-9 p.m. Tuesday through Friday, 10 a.m.-4 p.m. Saturday, 103rd Engineers Armory, 33rd Street north of Market. \$4. Information: 387-3500.

**Through April 17** *15th Anniversary Fund Raising Marathon at WXPN*: pledges for donations will be taken during regular programming. Information: Ext. 6677.

**April 14** *Toward Preventing Nuclear War: Peace Fair*; Father Robert Drinan, Georgetown University; Arthur Waskow, *Menorah Journal*; Carolyn M. Craft, Longwood College, Virginia; 8 p.m., Christian Association Building (Religious Foundations at Penn, The Office of the President).

**April 14-16** CA to host *Peace Fair: Offering Constructive Alternatives to the Arms Build-Up*; Friday workshops on *Alternatives to Making War* and Saturday community fair. *Digging A Mass Grave: Performances and Rituals*. Digging will begin noon April 14, performances and rituals taking place through Saturday, April 16; 36th Street between CA and Hillel buildings. Information: 386-1530 for peace fair and 387-3268 for workshops.

**April 14-17** *The University Museum Shop Sale*, 20-70 percent price reductions on crafts, textiles, baskets, and jewelry; Thursday-Saturday 10 a.m.-4 p.m., Sunday 1-4 p.m.

**April 16** The Department of Public Safety will hold a *bicycle auction*, 10 a.m., lawn of Public Safety Headquarters.

*Annual Open House at New Bolton Center*, the School of Veterinary Medicine's large animal facility and rural campus, 10 a.m.-3 p.m.

*Baseball Family Outing*: Penn-Yale doubleheader at Bower Field, first game at 1 p.m. For all Weightman Society events, contact Herb Harnett, Ext. 6128.

Morris Arboretum's *Kite Flying Contest*, adult's and children's divisions, prizes; 1 p.m. registration, 2 p.m. kite flying. Raindate April 17. Information: 247-5777.

*A Tribute to Black Culture in America*: Arthur Hall Afro-American Dance Ensemble and lecturers Barbara Hampton, department of musicology, City University of New York; John Chernoff, author of *African Rhythms and African Sensibilities*; J. H. Nketia, department of music, University of California/Los Angeles; 2 p.m., Rainey Auditorium, University Museum.

**April 17** *Penn Relays Marathon*.

**April 17-24** *National Library Forgiveness Week*. Van Pelt and the Free Library of Philadelphia will forgive fines and restore borrowing privileges with the return of overdue books.

**April 18-22** *Secretaries' Week*, 11:30 a.m.-2 p.m., Faculty Club.

**April 21** *EAA General Dinner/Business Meeting*, 5:30 p.m., Faculty Club.

**April 21-23** *Spring Fling* (Student Life).

*Penn Relays Track and Field Events*, Franklin Field. Information: Ext. 6151.

## Health Day: April 13

The University's Office of Human Resources has gathered a host of health experts for Penn's Health Day program April 13. To find out about health and health coverage, all members of the University community are invited to stop by Bodek Lounge, Houston Hall, between 9 a.m.-4 p.m. "You can have your blood pressure checked, find out about good nutrition, start a jogging program and talk to representatives of Penn's health and dental programs," said James Keller, manager of benefits. Members of the Benefits Counseling Office will also be available to process enrollment and change forms. Open enrollment for University-sponsored group health and dental plans continues through April 22.

## Sports (Home Schedules)

**April 13** *Baseball* vs. St. Josephs, 3 p.m.

*Women's Tennis* vs. Princeton, 3 p.m.

*Men's Lacrosse* vs. Princeton, 7 p.m.

**April 15-17** *Softball* Philadelphia Tournament

**April 16** *Women's Lacrosse* vs. Yale, 11 a.m.

*Baseball* vs. Yale, 1 p.m.

*Men's Lacrosse* vs. Dartmouth, 2 p.m.

*Women's Crew* vs. Syracuse/Northeastern

*Men's Lightweight Crew* vs. Yale/Columbia

**April 17** *Baseball* vs. Brown, 1 p.m.

**April 18** *Softball* vs. Kutztown State, 4 p.m.

**April 20** *Softball* vs. Widener, 4 p.m.

*Women's Lacrosse* vs. Princeton, 7 p.m.

**April 23** *Men's Heavyweight Crew* vs. Yale/Columbia (Blackwell Cup)

*Men's Lightweight Crew* vs. Princeton (Wood-Hammond Cup)

Locations: Bower Field: *Baseball*; Franklin Field: *Men's and Women's Lacrosse*, *Men's and Women's Track*; Lott Courts: *Men's and Women's Tennis*; River Field: *Softball*; Schuylkill River: *Men's and Women's Crew*. Information: Ext. 6128.

## Talks

**April 12** *Bird Noses: Functional Characteristics and Biological Significance*; Bernice Wenzel, department of physiology, School of Medicine, University of California; 11:30 a.m., Monell Center (Monell Chemical Senses Center).

*Behavioral Factors in Environmental Design for the Elderly*; Jon T. Lang, professor of urban design; 3:30 p.m., Room 113, Nursing Education Building (Center for the Study of Aging Seminar Series).

*Soviet Jewry in the Context of U.S.-Soviet Relations*; David Harris, director, Washington Office, National Conference on Soviet Jewry; 4:30 p.m., Room 236-238, Houston Hall (Philadelphia Student Struggle for Soviet Jewry).

**April 13** *Music and Drama in Mozart's Operatic Finales*; John Platoff, doctoral student; 12:15 p.m., Room 233, Graduate Lounge, Houston Hall (GSAC Lunchbag Seminars).

*The Varieties of Communication in an Educational Environment*; Mary Nichols, director of communications; 12:15 p.m., Room 106, Women's Studies Office, Logan Hall (Women's Studies Brown Bag Seminar).

*Education and Development in Latin America: Current Policy Issues*; Robert G. Myers, The Ford Foundation; 2:30 p.m., Room A18, Graduate School of Education (Graduate School of Education).

*Biochemical Approaches to the Voltage-Dependent Sodi-*

*um Channel*; Dr. Robert Barchi, professor of neurology and biochemistry/biophysics; 4 p.m., Mezzanine Room 100, Old Medical School Building (Department of Pharmacology).

*Poetry Reading* by Anthony Hecht, co-winner of the 1983 Bollingen Award, author of *The Venetian Vespers*, *Millions of Strange Shadows*, and *The Hard Hours*; 4 p.m., Philomathean Rooms (The Writing Program, English Department).

*Architecture*; Garrett Eckbo, landscape architect with San Francisco firm Eckbo Kay Associates; 6:30 p.m., Alumni Hall, Towne Building (Graduate School of Fine Arts).

*Toward Preventing Nuclear War: Nuclear Strategies*; Christopher Lehman, director, Office of Strategic Nuclear Policy, U.S. Department of State; Ambassador Vladimir Shustov, Deputy Permanent Representative of the Soviet Union to the United Nations; faculty respondents James Bennett, regional science; William Evan, sociology and management; Marc Trachtenberg, history; 7:30 p.m., 200 College Hall (The Office of the President).

**April 14** *The Great Powers and South Asia's Boundaries and Boundary States*; Marshall M. Bouton, director, Public Affairs, The Asia Society; 11 a.m., Room 2, University Museum (South Asia Regional Studies Seminar).

*The Guanzi and Recently Discovered Texts from Archaeological Sites: Some New Interpretations for Translation*; Allyn Rickett, department of Oriental studies; 11 a.m., East Lounge, 4th floor, Williams Hall (East Asian Colloquium).

**April 15** *Silk Road: History and People*; Victor H. Mair, professor of Chinese language and literature; 5:30 p.m., Rainey Auditorium, University Museum (University Museum).

*Italian Cinema, the Last Twenty Years*; Gian Piero Brunetta, Italy's leading film historian, University of Padua; 4:30 p.m., Room 215, Steinberg-Dietrich Hall (Center for Italian Studies).

*Fresh Fish Poetry* by Margaret Atwood, Canadian poet and novelist; 7 p.m., Room 200, College Hall (Penn Women's Studies Program, Fresh Fish).

*Nineteenth Century American Poetry*; Jorge Luis Borges, author of *The Maker*, *Fictions*, and *In Praise of Darkness*; 8 p.m., Harrison Auditorium, University Museum (FAS, Ira Abrams Memorial Fund).

**April 17** *Toward Preventing Nuclear War: Nuclear War in Evolutionary Perspective*; Dr. Jonas Salk, director, The Salk Institute for Biological Studies; 3 p.m., Dunlop A, Medical Education Building (The Office of the President).

**April 18** *Biochemical and Morphological Specificity of Retinal Neurons*; Dr. Harvey J. Karten, department of psychiatry and behavioral science, SUNY, Stony Brook, N.Y.; noon, Mezzanine Room 100, Old Medical School Building (Department of Pharmacology).

*Natural Convection in Meli Crystal Growth*; Robert A. Brown, department of chemical engineering, M.I.T.; 3:30 p.m., Alumni Hall, Towne Building (Department of Chemical Engineering).

*Darwin's Orphan: Ecology and Evolution, 1920-1950*; Sharon Kingsland, Johns Hopkins University; 4 p.m., Room 107, Smith Hall (History & Sociology of Science: Perspectives on Darwinism).

*Classicism, Modernism, and Industry*; Ricardo Bofill, Taller de Arquitectura, Barcelona, Spain; 6:30 p.m., Alumni Hall, Towne Building (Graduate School of Fine Arts).

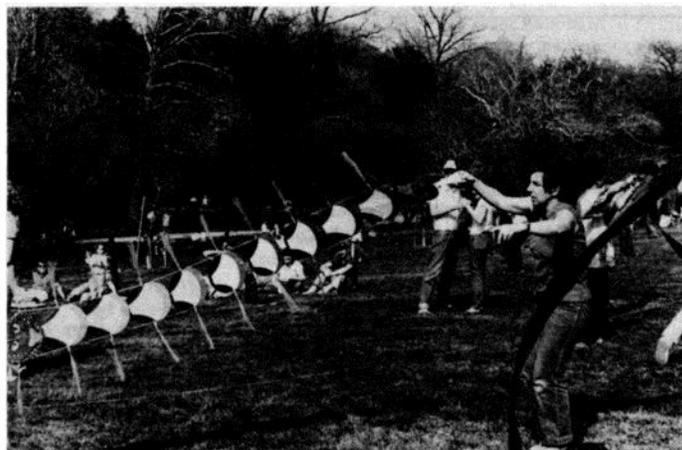
**April 19** *Membrane Glyco-Proteins of Neuroblastoma Cells*; Dr. M. C. Glick, CHOP; 12:30 p.m., Physiology Library, Richards Building (Respiratory Physiology Seminars).

*Advances in Rapid Solidification Processing*; Robert Mehrabian, director, Materials Science Center, National Bureau of Standards; 4 p.m., Auditorium, LRSM (Materials Science and Engineering, Engineering, LRSM).

*The History of Jews in Moscow; the Slepak Family: Why Jewish Emigration Began and Continues Today*; Alexander Slepak, ex-refusenik, son of long-term refuseniks Vladimir

(continued on page 12)

*Come Fly a Kite, or just watch at the Arboretum's contest this Saturday. Prizes will be awarded for the following categories of kites that get off the ground: Tree-Shaped Kite, Kite Sprint, Tiniest Kite, Longest Tail and Most Unusual Kite. Admission free to all those with kites.*



and Maria Slepak; 4:30 p.m., Room 240, Houston Hall Auditorium (Philadelphia Student Struggle for Soviet Jewry).

**Toward Preventing Nuclear War: Bearing Witness: Health Advocacy in the Nuclear Age:** Suzanne Goren, Neville Strumph, Jacqueline Fawcett, Penn professors of nursing; Phyllis Taylor, Osteopathic Medical Center; 7 p.m., Auditorium, Nursing Education Building (School of Nursing, The Office of the President).

**Toward Preventing Nuclear War: Address:** U.S. Secretary of the Navy, John Lehman; 7:30 p.m., 200 College Hall (Penn Political Union, The Office of the President).

**April 20 Changes in Housework in 20th Century America:** Kathy Sneed, department of economics; 12:15 p.m., Room 106, Women's Studies Office, Logan Hall (Women's Studies Brown Bag Seminar).

**The Fallen Woman:** Helena Michie, doctoral student; 12:15 p.m., Room 233, Graduate Lounge, Houston Hall (GSAC Lunchbag Seminars).

**Prospects for the Future of Shakespearean Studies:** Jean Howard, Syracuse University; 4 p.m., 6th floor, Van Pelt Library (Friends of the Library Lectures).

**Creativity, Genius and Enlightenment:** Jonathan Shear, professor of philosophy, Maharishi International University, Fairfield, Iowa and director, Institute for Consciousness, Philosophy, and the Science of Creative Intelligence; 8:15 p.m., Room B4, Fine Arts Building (Students International Meditation Society Club).

**April 21 Steroid Hormones and Depression: The Serotonin Connection:** Anat Biegan, Hoffman LaRoche, Inc.; 12:30 p.m., Mezzanine Room 100, Old Medical School Building (Department of Pharmacology).

**Older Parents—Middle Age Children:** Ethel Shanas, professor of sociology, University of Illinois; 3:30 p.m., Studio Theatre, Annenberg Center (Center for the Study of Aging Guest Speaker Seminars on Aging: Department of Sociology).

**For Some Children Under Some Circumstances: Recurring Questions in the History of Research on Media Effects on Children:** Ellen Wartella, professor of communications, University of Illinois, Urbana-Champaign; 4:30 p.m., Room 124, Annenberg School (Faculty Research Seminar, Annenberg School of Communications).

**April 22 Steps Toward a Molecular Grammar for Learning:** Dr. Eric R. Kandel, professor of physiology and psychiatry and director, Center for Neurobiology and Behavior, College of Physicians and Surgeons, Columbia University; 4:30 p.m., Room 10, Leidy Labs (School of Medicine: Twelfth Annual Louis B. Flexner Lecture).

**China's Silk Route: Commerce and Culture:** Victor Mair, professor of Chinese language and literature; 5:30 p.m., Rainey Auditorium, University Museum (University Museum).

**April 23 Current Research in Historical Archaeology: Early Historic Gravegoods and European-Indian Trade in the Pacific Northwest:** Darby C. Stapp, graduate student; **The Defense: A Revolutionary War Privateer off the Coast of Maine;** Sheli Smith, graduate student; **The Hunterly Road: Afro-American Archaeology in Brooklyn;** Roselle E. Henn, graduate student; **Silver Reef: Archaeology of a 19th Century Ghost Town in the Desert West;** Robert L. Schuyler, curator of American Historical Archaeology Section; 2 p.m., Rainey Auditorium, University Museum (University Museum).

## To list an event

Information for the weekly *Almanac* calendar must reach our office at 3601 Locust Walk/C8 the Tuesday prior to the Tuesday of publication. The next deadline is April 19, at noon, for the April 26 issue.

## Academic Funding for Graduate Study

**Planning for the Future: Academic Funding** is the topic of the April 18 session dealing with finding fellowships and grants for graduate study. Jointly sponsored by the Career Planning and Placement Service and the Graduate Student Associations Council (GSAC), the 4:30-6 p.m. session in the Benjamin Franklin Room, Houston Hall, features three speakers. Maggie Morris, Graduate Office, speaks on finding fellowships; Alan Rosenquist, Department of Anatomy, on strategies of grant writing; and Mary Jo Ambrose, Office of Research, on finding grants. Following the panel, professors in various disciplines field specific questions about funding in the humanities, sciences, and social sciences. Faculty, staff and students are invited to attend; to preregister call Debbie Cawthorne, Ext. 7530.

Job descriptions and qualifications are listed only for those positions which have not previously appeared in *Almanac*. Positions which have appeared in a previous issue are listed by job title, job number and salary to indicate that the position is still available. Listings are condensed from the personnel bulletin of April 11 and therefore cannot be considered official. New listings are posted Mondays on personnel bulletin boards at:

- Anatomy-Chemistry Building:** near Room 358;
- College Hall:** first floor;
- Franklin Building:** near Personnel (Room 130);
- Johnson Pavillion:** first floor, next to directory;
- Law School:** Room 28, basement;
- Logan Hall:** first floor, near Room 117;
- LRSB:** first floor, opposite elevator;
- Richards Building:** first floor, near mailroom;
- Rittenhouse Lab:** east staircase, second floor;
- Social Work/Caster Building:** first floor;
- Steinberg Hall-Dietrich Hall:** ground 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 relations, 898-7284. 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

- Admissions Officer II (5420).**
- Application Programmer Analyst II (5154)(5495) \$16,350-\$22,600.**
- Assistant Director III Annual Giving/Director of Medical Alumni Affairs (5400).**
- Assistant General Counsel (5327) (5328).**
- Associate Director V (5452).**
- Business Administrator II (5497) \$13,100-\$17,800.**
- Coordinator IV (5492) \$16,350-\$22,600.**
- Department Head III (5474).**
- Director, Office of International Programs (5515)** maintains liaison with deans, directors and departmental chairmen; interprets immigration laws and admission requirements to foreign students; serves as advisor to University's International Students' Association; represents the University at official functions involving foreign students (advanced degree, several years of relevant and progressively responsible institutional administrative experience, broad knowledge of the University's academic structure and programs).
- Director IV (5197).**
- Director of Development for FAS (Associate Development Officer IV) (5445).**
- Foreman, Custodial (5491) \$13,100-\$17,800.**
- Librarian I-Catalog Maintenance Librarian (5429) \$13,100-\$17,800.**
- Librarian II (5382) \$14,500-\$19,775.**
- Nurse Practitioner II (D0078) \$16,350-\$22,600.**
- Placement Counselor II (5511)** counsels undergraduate CAS students regarding career planning and placement activities; plans and develops programs and resources; conducts job-seeking strategy and other workshops (master's degree in counseling, student personnel or related area, experience in program development and implementation, counseling experience, knowledge of business and/or government \$14,500-\$19,775).
- Research Specialist Junior (5 positions) \$12,000-\$16,100.**
- Research Specialist I (3 positions) \$13,100-\$17,800.**
- Research Specialist II (C0847) \$14,500-\$19,775.**
- Research Specialist III (5508)** supervises radiology technicians and teaches veterinary students; orders supplies; maintains facilities and equipment; schedules radiographic examinations (registered radiological technician or certified animal health technician, considerable radiology experience, experience in management, supervision, and teaching) \$16,350-\$22,600.
- Research Specialist IV (D0099).**
- Senior Systems Analyst (D0108)** schedules, supervises, and performs hardware and software installation and maintenance in conjunction with the research graph defined and evaluating needs; establishes programming and documentation standards; instructs users; configures computer systems for best efficiency and utilization (degree, five years' experience including RSX11-M operating system and FOR-

TRAN, PASCAL, C, and MACRO-assembler languages, experience with image and signal processing on high speed array processors, knowledge of graphics programming).  
**Staff Dental Assistant (5503) \$12,000-\$16,100.**

## Support Staff

- Assistant to the Buyer (5478) \$9,400-\$11,475.**
- Assistant Data Entry Supervisor (D0104) \$9,925-\$12,250.**
- Clerk II (5500) \$8,250-\$10,000.**
- Clerk III (5496)** takes I.D. photographs of students, faculty and staff, and maintains records for all pictures taken; compiles codes and verifies data on NCR computer; types investigative reports (high school graduate, one-three years' clerical experience, ability to type 45 w.p.m.) \$8,775-\$10,725.
- Clerk III (5487) \$8,775-\$10,725.**
- Coordinating Assistant (5513)** monitors status of established budget and performs minor purchasing duties; performs bookkeeping duties; answers telephone; schedules appointments; types letters, reports and memoranda; enters data using CRT (three years' responsible secretarial experience, understanding of scheduling procedures, 55 w.p.m. typing) \$10,575-\$13,100.
- Coordinating Assistant I (5472) \$10,575-\$13,100.**
- Coordinating Assistant II (D0098) \$11,925-\$14,975.**
- Coordinator, Classroom (5229) \$11,225-\$14,000.**
- Electronics Technician II (D0083) \$11,225-\$13,775.**
- Estimator/Inspector (5415)** hourly wages.
- Groom (5476) \$3.65-\$4.67/hr.**
- Histology Technician II (4914) \$11,225-\$13,775.**
- Information Systems Technician (D0041) \$11,225-\$14,000.**
- Junior Accountant (5505) \$9,925-\$12,250.**
- Personnel Data Coordinator (5499)** responsible for administration of all physical plant housekeeping payroll matters; prepares summary reports for management; maintains timekeeping and payroll records; prepares and submits PAFs and TRFs (high school graduate, four years' administrative and accounting experience, accurate typist) \$12,825-\$16,000.
- Physical Laboratory Technician II (C0989) \$10,175-\$12,400.**
- Psychology Technician I (D0106)** conducts patient interviews; schedules appointments; collects and tabulates data; maintains office records (degree in psychology, one-two years' experience, knowledge of medical terminology) \$11,225-\$13,775.
- Receptionist II (5494) \$8,775-\$10,725.**
- Records Assistant I (5490) \$9,925-\$12,250.**
- Research Bibliographer I (D0105) \$10,575-\$13,100.**
- Research Bibliographer II (5506)** collects and analyzes medical records in accordance with previously formulated questions; interviews patients and doctors; collects and organizes data; edits and types manuscripts (excellent typing, word processor experience, knowledge of medical terminology, degree or equivalent experience in medical librarianship) \$11,225-\$14,000.
- Research Laboratory Technician III (D0111)** assists in carrying out acute animal experiments including small animal surgery, physiological monitoring, blood gas determination, brain sectioning and radioactive tissue analysis (degree in biology or animal science, prior experience in animal physiology) \$11,225-\$13,775.
- Research Laboratory Technician III (7 positions) \$11,225-\$13,775.**
- Research Machinist II (5345) \$14,575-\$18,700.**
- Scheduling Assistant (5504) \$9,925-\$12,250.**
- Scientific Glassblower II (D0094) \$9,134-\$11,703.**
- Secretary II (6 positions) \$8,775-\$10,725.**
- Secretary III (5 positions) \$9,375-\$11,500.**
- Secretary, Medical/Technical (4 positions) \$9,925-\$12,250.**
- Secretary/Technical Word Processing (5479) \$9,925-\$11,500.**
- Temporary Coordinating Assistant I (5512)** prepares and distributes press releases; maintains press files and lists; makes press contacts; assists with the preparation of grant proposals and final reports; maintains development files; acts as benefit coordinator and trip coordinator (degree, experience, excellent writing and organizational skills, knowledge of art) 5.81/hr.-7.19/hr.

## Part-Time Positions

### Administrative/Professional

**Coordinator, Clinical Education (D0004) \$16,350-\$22,600** (prorated to 60% of full-time).

### Support Staff

**Permanent Employee (5 positions)** hourly wages.