

Almanac

Tuesday, April 21, 1987

Published by the University of Pennsylvania

Volume 33, Number 31

Eight Guggenheims

The selection of eight SAS faculty as John Solomon Guggenheim Fellows in 1987-88 ties Penn with UCLA. This year's 273 winners, who receive one-year sabbatical support averaging \$23,208 per grant, were chosen from 3421 applicants. Tied for first place were Princeton (9), Yale (9) and Harvard (8 faculty plus a Business Review editor). Columbia, Cornell, and Stanford had seven awards apiece. Penn's winners and their projects, are:

- **Dr. Lawrence F. Bernstein**, professor of music—a history of French secular music of the 16th century;
- **Dr. Claudia Goldin**, professor of economics—the evolution of the female labor force in America;
- **Dr. Paul J. Korshin**, professor of English—a study of Samuel Johnson's *The Rambler*;
- **Dr. William Labov**, professor of linguistics—linguistic change in progress;
- **Dr. Ewa Morawska**, assistant professor of sociology—Jews in small-town industrial America, 1880-1940;
- **Dr. Stephen G. Nichols**, Edmund J. Kahn Professor of Humanities, Romance languages—writing and orality in troubadour poetry;
- **Michele H. Richman**, associate professor of Romance languages—the treatment of remote peoples in 20th-century French prose;
- **Dr. Elaine Scarry**, William T. Fitts, Jr., professor of English—the matter of consent.

ACLS & NEH Fellows

Penn faculty who won American Council of Learned Societies awards this round are:

Dr. Rebecca W. Bushnell, assistant professor of English; **Dr. Maureen Quilligan**, associate professor of English and director of research for women's studies.

Those receiving National Endowment for the Humanities fellowships are:

Dr. Alan Filreis, assistant professor of English; **Dr. Ann E. Matter**, graduate chair and associate professor of religious studies.

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Pullout: Developing Campus Master Plan

For Commencement: Riccardo Muti

Laird Bindrim



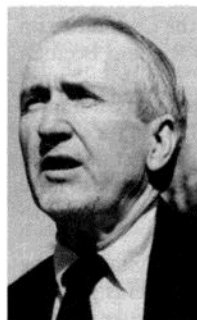
Riccardo Muti

Riccardo Muti, music director of the Philadelphia Orchestra and of La Scala in Milan, will deliver the Commencement Address on Monday, May 18. "Maestro Muti's remarks will serve as a fitting coda to our students' years of study at Penn, and as an overture to promising careers and the learning that will span their lifetimes," said President Hackney. Riccardo Muti, who became the fifth music director of the Philadelphia Orchestra in 1980 at the age of 39, will also be awarded an honorary doctor of music degree. He is the successor to the Orchestra's legendary conductors Leopold Stokowski and Eugene Ormandy. Mr. Stokowski received an honorary degree from Penn in 1917 and Mr. Ormandy was granted one in 1937. "With the selection of Maestro Muti to receive an honorary degree, the University celebrates the arts as a key to personal enrichment in this increasingly technological world," said President Hackney.

Lothe Jacobi



Thomas Childers



Robert Lucid

David Fields

integrity and fairness, to have a strong commitment to learning and to be open to new ideas.

The names of Professor Childers and Lucid will be added to the plaque outside 116 College Hall along with those of previous winners Elaine Scarry (1986), Alan E. Mann (1985), Daniel H. Janzen (1985), Walter Licht (1984), E. Digby Baltzell (1984), Frank Warner (1983) and Vicki Mahaffey (1983).

Ira Abrams Memorial Awards

Dr. Thomas Childers, associate professor of history, and Dr. Robert Lucid, professor of English, are this year's recipients of the Ira Abrams Memorial Award for Distinguished Teaching in the Arts and Sciences.

The \$1000 award was established 5 years ago through a gift from Ira Abrams, a 1931 graduate of the College, to annually honor SAS faculty members for teaching that is "intellectually challenging, leading to an informed understanding of a discipline." Recipients are also expected to embody high standards of

Senate: Two Major Changes

At the Spring Meeting on April 15, the Faculty Senate:

(1) Passed all of the resolutions for structural changes which alter the role of the Senate Executive Committee and reduce scheduled plenary meetings to one (each Spring) but provide for mail ballots and special meetings. (See page 3.)

(2) Learned that the current chair, Dr. Roger Soloway, is leaving the University at the end of his term for a position at the University of Texas Medical Center in Galveston. (See the final paragraph of his report, pp. 2-3.) This leaves a vacancy in Past Chair position on the Consultative Committee that meets regularly with the President and Provost; Senate Rules provide for SEC to elect a replacement.

SENATE

From the Chair

Summary of the Past, Observations on the Present, Predictions For the Future

Welcome to the Spring Meeting of the Faculty Senate. In my report I intend to *first* summarize the accomplishments of the Senate Executive Committee and the other Senate Committees during the past year; *second* to alert you to problems that remain for future solution; and *third* to thank you for the privilege of guiding the Senate during the past year. This experience has afforded an intensive education in University operation and governance. In repayment for that privilege, I would like to suggest improvements that should be instituted to benefit the Faculty and thereby the University.

The Senate Executive Committee constitutes the cornerstone of the Senate, is an effective, working legislature, and through overlap and re-election of some of its members, it is the repository of the Conscience and Memory of the Faculty. Although some among us cynically may view a portion of SEC membership as professional politicians, they have contributed unremunerated time and thought in our service. This group is admixed with inexperienced but enthusiastic new representatives who contribute fresh ideas and new plans. During the past year, the ideas generated by SEC have benefitted us all and I am pleased to report that SEC is alive and vigorous. Much of the year, including two special meetings, was devoted to a detailed debate on all forms of harassment. The importance of providing appropriate and protective mechanisms for the reporting of harassment was balanced with the need to protect faculty from anonymous or false accusations. I believe that this balance has been attained and is reflected in resolutions crafted by SEC and forwarded to the President for incorporation in his suggested harassment policy. SEC has reviewed and contributed ideas to a number of Senate Committee reports and continues to serve as an accurate faculty barometer.

I want to summarize the results of the Spring elections for the Senate leadership: David Balamuth as Chair-elect and Lorraine Tulman as Secretary-elect; as members of the Committee on Academic Freedom & Responsibility for 3-year terms Adelaide Delluva, Alan Kors, James Ross; for a 1-year term Robert Lucid; as members of the Committee on the Economic Status of the Faculty for 3-year terms Richard Beeman and Diana Crane.

We continue to benefit from the committee system. The committee members have been outstanding this year and I have looked forward to attending many of the committee meetings because I knew that we would be making progress on significant issues. We have been fortunate to have had committee chairs that were receptive, hard-working, and thoughtful—and I want to thank them all.

James Walter, Chair of the Committee on the Economic Status of the Faculty, has helped us focus on the importance of the benefits package and will report to you shortly on the activities of his committee. Regina Austin, Chair of the Committee on Academic Freedom and Responsibility will publish the efforts of that committee. Martin Pring, Chair of the Committee on Administration, has directed his attention to a series of discrete issues concerning administrative style and action. In addition, in a major effort and responding to comments at the Fall Senate Meeting, the Committee has drafted a series of resolutions to restructure the Senate. These resolutions will significantly increase faculty participation in University governance and strengthen the voice of your leaders. The resolutions will be presented to you later in this meeting. I hope that you will consider them as favorably as I do and that you will approve them.

Margaret Mills, Chair of the Committee on the Faculty, has led an active committee to a considered stand on the role of "goodness of fit" in the tenure process. This will also be presented for your consideration. The committee has examined a number of proposals for specialized faculty tracks in the various schools and is now beginning a continuing discussion on the ramifications of the proposed lifting of the mandatory retirement age in something like 6 years.

Brian Spooner, Chair of the Committee on Students and Educational Policy, has begun discussions concerning the role of the faculty in the admissions process and the restructuring of the process for dealing with cheating and plagiarism.

The Committee on *Almanac*, under the guidance of Lucienne Frappier-Mazur, has stood ready to help when advice was necessary for the management of *Almanac*.

An ad hoc committee, chaired by Robert Davies, has submitted a complete review of the Grievance Commission which has been approved by SEC and has been sent to the Provost.

The Grievance Commission has continued their active but confidential role in your behalf.

The nerve center of Senate responsibility, the Consultation Committee, continues to function effectively. The President, Provost and the three chairs, in the course of bi-weekly meetings came to know each other very well and to understand that each is dedicated to the good of the University. Because of the size of the University and the layers of administration between the President and Provost and individual faculty, the Consultation Committee serves as a unique barometer of faculty opinion. It simultaneously provides each of you with an advocate at the highest level. At every opportunity, the Senate Chairs have encouraged our inclusion as university counsellors to the administrative process. On the occasions when these suggestions have been heeded, substantial contributions have been rendered. Our input into the document "Investing in Academic Excellence" was independent but unified, supported by others and contributed to the final version which has been very favorably received.

What have I done? Through periodic columns in *Almanac*, I have tried to communicate my view of the University's problems and progress. In turn, I have received valuable feedback from committees and individuals. The structured format of the present meeting is my attempt to respond to the suggestions of committee members. In turn, although I am "hogging" this time because it is my last meeting as chair, I hope that later in the meeting you will respond by keeping your comments brief and cogent so that all scheduled business can be accomplished.

I have reviewed the past, now let me turn to the present. As I see it, the major problem with our University is that we have grown far beyond the bounds envisaged by the designers of our present structure of governance. The *essence* of a University Community is the *collegial* manner in which decisions are reached. For each instance in which decisions are made privately, under confidentiality or at inopportune times such as during the summer, we lose some of the *esprit de corps* essential for a vibrant university. The faculties are the CORE of the University. Let no one mistake that. The quality of the other components of the community depend entirely on a faculty that teaches charismatically, contributes energetically to planning and governance, and supports the other components by aggressively undertaking scholarship and obtaining research funds. It has been very easy for many members of the faculty to lose interest in the University world outside of their own microcosm because they frequently see no way to contribute meaningfully to the process and because their schedules have become overly crowded with competing responsibilities for teaching, provision of clinical care, research and obtaining grant support. In this participatory vacuum, Deans and Department Chairs take up the slack and develop cadres of assistants to carry out their increasingly heavy responsibilities. In the quest for efficiency, and in order to be judged successful, collegiality is sacrificed. We have unconsciously, all of us, participated in this process through the pressures of the publish or perish doctrine.

(continued next page)

What can be done? Some clues have been provided: when consultation has been offered and programs have been fully explained, the University community, led by the faculty, has responded and supported the initiatives. The general perception among my colleagues is that the President and Provost operate in a vacuum. The tendency is always there, spurred by the quest for efficiency. However, the truth is that they operate with far more input than many Deans and Department Chairs. Clearly, someone has to make the decisions. It would not do, as in some department, to have the Chairs so paralyzed that no clear-cut decisions can be reached. I propose that each school maintain an independent, viable faculty senate, with leadership that regularly meet with and advise the deans and committees that carry out functions appropriate to each school. A central function of such senates should be participation in the structuring and review of the school Five-Year Plans. Let no one think that these plans are simply another piece of paper to be completed and filed away. Instead the Five-Year Plans dictate the structure and course of development for each school. Thereby, they guide the Vice President for Development and his staff. Let me speak plainly; you will find it quite difficult to raise targeted funds for your area of research from private funds if your program is not included in the Five-Year Plan.

The non-academic administration of the University has also suffered from growth. The administration serves no purpose other than to support the faculty and to make it as easy as possible for them to accomplish the various functions I have outlined. As Tony Tomazinis, the past Chair of the Senate, has aptly pointed out on a number of occasions, the structure of the administration is pyramidal and resembles any other corporation while the structure of the faculties is horizontal; a collection of nearly 2000 small business persons and private entrepreneurs. The

innate tensions between these two structures and between the collegial versus the corporate approach has led to repeated conflicts and to mistrust. It is incumbent upon the leaders of the administration, particularly the Senior Vice President, to re-orient, inculcate and re-enforce the notion that the administration exists to support the academic missions of the University: Teaching and Research. Without this focus, the University might as well close.

I cannot close without extending a special thank you to Carolyn "Penny" Burdon, the Staff Assistant of the Senate. Penny maintains the Senate continuity and memory and each year patiently goes through the education of each new chair. She serves as your contact and guide through the administrative maze.

I also want to thank Karen Gaines and the staff of *Almanac*, whose dedication and responsiveness to urgent needs has continued to be a great service to the Senate and the University.

Finally, I want to thank you again for the privilege of serving as your chair. I consider it a singular honor and great experience for me. I value most of all the many new friends I have developed during my time in office. I will be leaving the University in August to accept the position as Chief of Gastroenterology at the University of Texas Medical Branch at Galveston. I leave the University with very mixed feelings. It has been my intellectual and professional home for the 20 years I have been in the field of gastroenterology. I am very grateful for the many opportunities I have been afforded here for growth. Again, thank you very much.

Roger D. Soloway

Senate Rules Changes: At-Large Seats . . . Spring Plenary . . . Mail Ballots

All of the proposed changes in Senate Rules (*Almanac* March 31) were passed at the April 15 Spring Meeting, with amendments as indicated in italics at right. The order of presentation was changed to that shown, on the recommendation of Dr. Roger Soloway as chair, so that items dependent upon each other could be voted in light of earlier decisions.

Senate also heard Dr. Soloway announce his coming departure (see his column above), plus messages of the President and of the Provost (in his last appearance before Senate). Dr. James Walter's Report on Economic Status (*Almanac* April 14), included an announcement of a raised ceiling on health benefits of emeritus faculty (to \$100,000).

In discussion of the Committee on the Faculty's Goodness-of-Fit Report (*Almanac* March 31), as speakers divided on the merits of the concept the Committee's chair, Dr. Margaret Mills, said the Committee's goal was not to advocate or to not advocate the concept, but to see that if used in programs' criteria it was done consciously, known openly and applied consistently. (See also an exchange in Speaking Out, page 6 of this issue.) Dr. Richard Clelland as Deputy Provost complimented the work but suggested clarification of the term "program" used as surrogate for department; to include the role of the deans in compensation decisions in item #4; and to see that item #3 does not conflict with the role of the Provost's Staff Conference in reviewing for considerations other than scholarship. The goodness-of-fit item was not voted on, but will return to Senate's agenda.

Text of Rules Changed

A statement is expected shortly on the implementation of the vote to change rules. Meanwhile, the April 15 actions read:

1. Reduce the requirement for regular plenary meetings to one per year in the spring.

8. Provide that any proposal from SEC to change the Rules of the Faculty Senate that is properly introduced at a plenary meeting that lacks a quorum be automatically referred to a mail ballot of the Senate membership.

7. Permit 50 members at a regular or special plenary meeting to vote to refer an item on the agenda to a mail ballot of the Senate Membership. The quorum of 100 members would be retained for all other actions.

[An additional amendment to #7 and #8, calling for "ample time and means for discussion," was passed but has not yet been incorporated formally into the language of these motions.]

2. State that the Senate Executive Committee (SEC) will act routinely on behalf of the Senate.

3., 4., and 5 [voted together]. Permit SEC to discharge its responsibility at its discretion by a binding mail ballot of the Senate membership with accompanying explanatory material. Require the publication of as complete and as descriptive as possible an agenda of SEC meetings in advance in *Almanac*. Require that all actions taken by SEC, not subject to restrictions of confidentiality, be published in *Almanac*.

6. Require the publication in *Almanac* of annual summaries of members' attendance records at SEC meetings. [An amendment to publish percentage-of-vote achieved in all constituency elections was debated but referred to committee by the Chair.]

11. Resolved, that 100 Senate members may directly initiate by petition a mail ballot on any question to occur after three weeks for discussion in *Almanac*.

9. and 10. [voted together]. Resolved, that the twelve at-large seats on the Senate Executive Committee be restored. Resolved, that the Nominating Committee be elected in accordance with the procedures of the Faculty Senate Existing prior to March 17, 1986 (see Manual of the Faculty Senate, 1983, pages 25-6 (c) i-iii.)

Council: April 29

For the year's final University Council meeting Wednesday, April 29, the agenda will include:

Elections to Steering Committee; Facilities Committee recommendations on parking; Report of the ad hoc committee to review the Guidelines on Open Expression; Student Affairs Committee report on the University in 1990; and the Facilities Committee task force report on the proposal for a new student union.

(See page 5 for a summary of the April 8 meeting.)

Almanac Countdown: The April 28 issue of *Almanac* is overfilled. We expect to publish May 5, 12, 19 and 26, then publish as-needed during the summer (but with at least one issue planned, for July). Staff are on duty all summer to assist members of the University who have plans to publish in the fall or need back copies before we recycle in June. Call Ext. 5274 for planning or back copies.

—K.C.G., M.F.M. and M.A.C.

The Undergraduate Education Fund: Second-Year Awards

Last winter in *A Program of Investments* (Almanac February 4, 1986), we announced the establishment of the Undergraduate Fund for strengthening Penn's commitment to undergraduate education. Up to \$10 million of University support was set aside to assist Schools in developing new undergraduate courses and programs and in strengthening current offerings over the next five years.

In the fall of 1986, Schools were invited to submit requests for the second round of grants from the Undergraduate Education Fund. We were gratified by the scope of the proposals received and are pleased to announce FY1988 awards.

FY1988 Awards

Proposals for FY1988 were submitted by the Schools of Arts and Sciences, Engineering and Applied Science, Nursing, the Wharton School, and the Graduate School of Education. The Provost, in conjunction with the Academic Planning and Budget Committee, reviewed each proposal to ensure that it would make a direct contribution to undergraduate education and, at the same time, complement the School's five-year plans. The result of this process has been an exciting set of new and continuing initiatives in undergraduate education.

School of Arts and Sciences

This year, SAS will utilize \$760,000 from the Undergraduate Education Fund to launch or expand efforts in each of the following areas:

- *The Distributional Requirement.* Believing that the current distributional requirement does not adequately serve its purpose of guiding students toward curricular breadth, SAS has begun to re-examine this requirement and consider options for its revision. The School is applying \$274,480 from the Undergraduate Education Fund toward the development of new distributional courses, including some that will draw on faculty from the other undergraduate Schools.
- *Freshman Seminars Not Previously Taught by a Member of the Standing Faculty.* SAS has begun to move toward increasing the propor-

tion of senior faculty teaching small freshman courses, particularly Freshman Seminars. The Undergraduate Education Fund is contributing \$315,200 to these efforts.

- *Experiments with Advising.* \$30,000 is being directed toward enhancing the freshman advising system. The experimental faculty advising programs in student residences will be extended to provide faculty advising to at least half the incoming freshman class.

- *Writing Across the University (WATU).* \$65,000 has been allocated to support the WATU program. Emphasis will continue on maintaining and strengthening the writing component of Freshman Seminars and to extend WATU to the General Honors program. A peer tutoring-in-writing program is being initiated in select freshman residences and college houses.

- *Enhancement of Undergraduate Teaching.* \$25,000 has been allocated for the enhancement of undergraduate teaching. SAS intends to focus on improving its evaluation of teaching. There will be a continuation of the teacher training program for new teaching assistants and it will be extended to new assistant professors.

- *Enhancement of General Honors.* \$10,000 has been allocated for the enhancement of General Honors.

- *Incentives for Development of Individual Research Experiences and Synthetic Courses.* \$30,000 has been allocated in this area.

- *Planning for an Undergraduate Teaching Center.* \$10,320 has been allocated for planning for an undergraduate teaching center intended to provide technical and other support for undergraduate teaching.

School of Engineering and Applied Science

Grants totalling \$300,000 have been awarded to this School for use in five areas:

- *Computers for Undergraduate Education.* \$60,000 has been allocated in this area. This is the balance of the \$80,000 that was requested in last year's proposal. It is to be used for the purchase of a VAX 8650 computer to be used in undergraduate education in three generic areas: The development of large-scale software systems, for graphics, and for large-scale computation.

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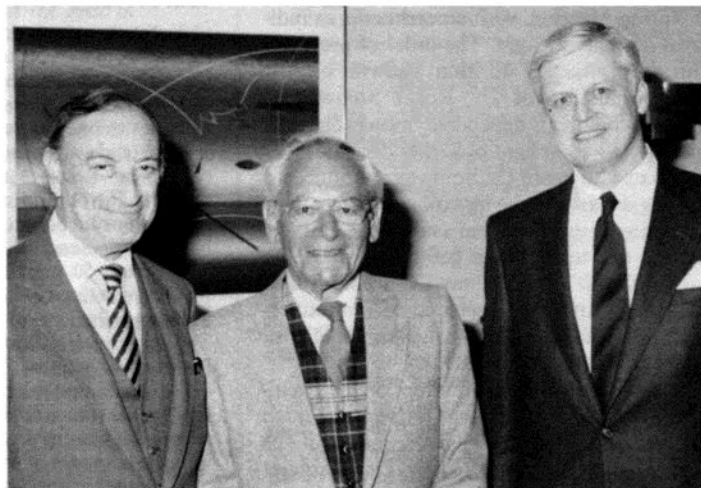
OF RECORD

Rules Governing Final Examinations

- 1) No student may be required to take more than two final examinations on any one day during the period in which final examinations are scheduled.
- 2) No instructor may hold a final examination except during the period in which final examinations are scheduled and, when necessary, during the period of postponed examinations. No final examinations may be scheduled during the last week of classes or on reading days.
- 3) Postponed examinations may be held only during the official periods; the first week of the spring and fall semesters. Students must obtain permission from their dean's office to take a postponed exam. Instructors in all courses must be ready to offer a make-up examination to all students who were excused from the final examination.
- 4) No instructor may change the time or date of a final exam without permission from the appropriate dean or the Vice Provost for University Life.
- 5) No instructor may increase the time allowed for a final exam beyond the scheduled two hours without permission from the appropriate dean or the Vice Provost for University Life.
- 6) No classes (covering new material) may be held during the reading period. Review sessions may be held.
- 7) All students must be allowed to see their final examination. Access to graded finals should be ensured for a period of one semester after the exam has been given.

In all matters relating to final exams, students with questions should first consult with their Dean's offices. We encourage professors to be as flexible as possible in accommodating students with conflicting exam schedules.

—Thomas Ehrlich, Provost



\$500,000 Shils/Zeidman Fellowships

Edward B. Shils, founder and director emeritus of the Sol C. Snider Entrepreneurial Center (left), retired businessman Leonard L. Zeidman (center) and Wharton School Dean Russell E. Palmer at a recently held ceremony to recognize Mr. Zeidman's \$500,000 gift to the Wharton School. The funds will be used to support the Edward B. Shils/Leonard L. Zeidman Fellowships in Entrepreneurship providing grants for needy U.S. minority students, students from Israel and students from countries in the developing world who want to specialize in entrepreneurial studies and research at Wharton. With this gift the University's Minority Presence Development Campaign (Almanac October 29, 1985) has already exceeded \$5½ million, in the past year, toward its five-year goal of \$6 million.

- *Matching Funds for Sloan Foundation Proposal on the New Liberal Arts.* \$150,000 has been allocated to this proposal. These funds are for the development of seven courses which deal with aspects of technology but which do not require extensive prerequisites in mathematics, science, and engineering.

- *Writing Across the University in SEAS.* \$16,000 has been allocated for this program to fund teaching fellows.

- *Communications Course.* \$34,800 has been allocated for this course. The funds requested are for improvements in the course, to cover the support of the lecturers, faculty, and supplies.

- *Teaching and Advising in SEAS.* \$39,200 has been allocated to continue efforts to improve the quality of advising and teaching in SEAS. This year funds will be used primarily to improve the advising services to dual-degree students, for example, students in the BAS/M&T program.

School of Nursing

\$193,000 from the Undergraduate Education Fund has been designated for Nursing School projects in these areas:

- *Writing Across the University.* \$16,000 has been allocated to support the School's participation in this program, and to help cover WATU administrative costs and teaching assistant stipends.

- *Common Undergraduate Experience During Freshman Year and Beyond.* \$15,000 will allow the School to offer several new courses, open to both Nursing and non-Nursing students, during FY1988.

- *Dual Majors; Minors Program.* \$12,000 has been allocated to the development of dual majors—and minor options—involving Nursing and other departments in undergraduate schools throughout the University. Programs will be designed by Nursing faculty in conjunction with faculty consultants from the School of Arts and Sciences, The School of Engineering and Applied Science, and Wharton.

- *Minority Recruitment and Retention Program.* \$18,000 has been allocated for this program. Through this program, minority Nursing School faculty and alumni volunteer to provide on-going guidance for minority students. Mentor-mentee relationships begin before students' freshman year matriculation, and continue through their undergraduate

careers. Faculty and alumni mentors also travel on recruitment trips to inform prospective minority candidates of the availability and advantages of this program.

- *Research Opportunities at Undergraduate Level.* \$12,000 has been designated for the enhancement of undergraduate research opportunities.

- *Academic Advising.* \$50,000 has been allocated for programs to enhance student advising through the development of audiovisual and/or computer packages.

- *Integration of Computer Technology in Clinical Courses.* \$70,000 is being directed toward the integration of computers into the Nursing curriculum, both as subject and as instructional tool.

The Wharton School

\$120,000 has been allocated to the Wharton School for the following programs:

- *The Writing Program.* \$81,000 is supporting the School's efforts to enhance students' writing skills through Penn's Writing Across the University (WATU) program and the Wharton Communication Program.

- *The Advising Program.* \$22,500 has been allocated for the implementation of a new student advising program designed to encourage thoughtful academic planning.

- *Teacher Education Program.* \$16,500 has been designated for the development of a training program to prepare teaching assistants for undergraduate teaching responsibilities.

- *New Courses in Public Policy and Management and Health Care Systems.* \$72,800 is anticipated to be granted to these two departments to develop new courses especially designed for non-Wharton undergraduates.

Graduate School of Education

- \$15,000 has been allocated to the Graduate School of Education for the establishment of incentives to encourage standing faculty to develop small, interdisciplinary seminars that will stimulate students' intellectual, social, emotional and ethical growth.

—Sheldon Hackney

—Thomas Ehrlich

COUNCIL

Synopsis of Minutes: April 8

The Steering Committee reported, regarding the maintenance of confidentiality for its proceedings, that it determined that the chair is the spokesman for the committee, that members will not discuss proceedings outside of the committee and that, to maintain accountability, the full minutes of the Steering Committee will be made available upon request. Proposed amendments to the bylaws (*Almanac* March 31, 1987) to adjust faculty and student memberships in consonance with an increase in the number of faculty constituencies were approved.

The Council adopted a resolution from GAPSA asking that the Trustees conclude that substantial progress has not been made toward the dismantling of apartheid in South Africa and proceed with the multi-stage plan for divestment established in their resolution adopted in June, 1986. Another resolution from GAPSA was adopted, recommending that the Penn Children's Center be preserved and subsidized as an important resource for graduate students and staff members and that, as an initial commitment, \$10 per graduate/professional student (who pays the general fee) be allocated to the Center.

The president reported that, in response to a new statute placed in effect by the Commonwealth requiring all institutions of higher education in the state to have policies proscribing

hazing for all student activities, a policy is being drafted accordingly, since existing regulations at Penn apply only to fraternities and sororities. The report of the President's Seminar on the University and the City (*Almanac* April 4, 1987) was presented by Professor Iraj Zandi, the chair, and received favorable comment. The Facilities Committee made an initial presentation on parking at Penn as a preliminary to recommendations to be made at the April 29 meeting. The chair, Professor Noam Lior, indicated that the problems center on a growing unmet demand for spaces, possible sharp increases in the parking fees, and security.

—Robert G. Lorndale, Secretary

Blood Drives

On March 26, the second All-Wharton Blood Drive exceeded its goal of 75 units by attracting 105 volunteers—96 of whom were accepted, including 14 first-time donors. The Red Cross certified the effort as a "preeminent drive."

The next campus drive will take place April 23 at the Christian Association from 9 a.m.-2 p.m.; it also has a goal of 75 pints. Faculty and staff who work in College Hall, the Franklin Building, the Graduate School of Education, the Book Store and the Christian Association are especially encouraged to donate. For information call Jim Robinson at Community Relations: Ext. 3565.

Dean's Search: Annenberg

Provost Thomas Ehrlich has announced the membership of the Committee to advise on the search for a new dean of the Annenberg School of Communications by the end of spring term 1988 (the latest date to which Dean George Gerbner has agreed to serve). With the exception of an alumni representative who has not yet been selected, the committee is composed of the following members:

Larry Gross, Professor of Communications,
Chair

Lee Copeland, Dean GSFA, Paley Professor of Architecture and Planning

Charles Dwyer, Chair of Board of Directors of WCAR, Associate Professor of Education

Robert Hornik, Professor of Communications

Carolyn Marvin, Associate Professor of Communications

Milton Mueller, Annenberg Ph.D. Candidate

Almarin Phillips, Professor of Economics and Law, Professor of Public Policy and Management/Economics/Law, Hower Professor of Public Policy

Pamela Sankar, Annenberg Ph.D. candidate

Ross Weber, Professor of Management

Charles Wright, Professor of Communications and Sociology

Speaking Out

Salary Cuts Fore and Aft

In the annual salary game and other shell games the pitchmen know they can fool all of the people some of the time and some of the people all of the time. But few think they can fool all the people all the time. It is apparent that our central University administrators are in that select few.

Last year, after a 23% loss of purchasing power over ten years, after the inflation rate of 3.5% was announced for 1985, and after the Faculty Senate recommended a 9.8% average salary increase, with a minimum of 3.5%, the administration justified a 2.5% minimum salary increase and pointed to a predicted 2% inflation rate in 1986 (*Almanac* April 22, 1986). This was a reverse from past policy when increases were determined after annual inflation rates were known. Now when the predicted inflation rate in 1987 is 4.5%, our administrators justify a 2% minimum increase on the basis of the 1.9% inflation rate that did happen in 1986. One wonders how long they can squeeze minimum increases out of a 1.9% year.

Come on folks, this is supposed to be a community of scholars. Which ones are you trying to kid? You clearly switched directions last year to take advantage of predicted low inflation and now you have obviously switched back to take advantage of past low inflation.

Such actions add weight to a growing concern about administrative integrity at this institution.

—James W. Buchanan, D.V.M.
Professor of Cardiology

Kudos to Deans

In 1981 and 1985 (*Almanac* November 26, 1985) the reports of the two Task Forces on the Quality of Teaching recommended that "The President, Provost [Deans and Department Chairs] should ensure that good teaching be rewarded by merit salary increases." The investigations of the Second Task Force showed that most schools had taken at least some steps to implement this. I am now particularly pleased that the Council of Deans has agreed that "a significant share of the total increase in a School's faculty salary pool should be allocated to faculty members for outstanding teaching . . ."

Well done.

—Robert E. Davies, Chair, 1981 and 1985
Task Forces on the Quality of Teaching

Goodness of Fit

I have read the Senate Committee on the Faculty report on "Goodness of Fit" and find much with which to agree. As the committee makes clear, the "goodness of fit" concept has some positive elements, but it also constitutes a potential source of abuse. Although the issue of academic freedom is raised, as it stands I believe the report fails to adequately distinguish hiring, tenure and post-tenure issues.

Clearly, the only truly fair way to apply the concept is in hiring. From time to time departmental directions need to be changed; this can and should be done before hiring. In some circumstances, the concept also may

have very limited applicability in making life-long tenure decisions—for example, where more talented individuals are up for tenure than projected resources can support.

Post-tenure decisions, however, are an entirely different matter. Institutional commitments have already been made. True academic freedom by definition almost demands that such decisions should be based entirely on academic merit. To allow "goodness of fit" concepts in the case of promoting faculty who are already tenured, for example, could open the door to serious abuse.

Imagine an associate professor having been awarded tenure based on his or her scholarly achievements, which are among or even exceed the very best in the department. Moreover, suppose this faculty member had attracted more than his or her share of outside funding and had developed new, internationally recognized graduate programs, by all accounts among the strongest in the department.

Suppose further that subsequent to these achievements, the department's focus shifts direction. To add some flavor, suppose the faculty member has, say, a strong academic orientation but that other factors weigh heavily in department decision making.

Given "goodness of fit" in such a milieu, one can only imagine possible scenarios—disruption of normal academic inquiry, weakening of sound academic programs, inequitable salaries and even the destruction of promising careers.

We might want to take refuge in the belief that it could not happen here. But, unfortunately, it has happened here—and on more than one occasion. Under the guise of "goodness of fit" or the equivalent, it still does.

In pondering the desirability of "goodness of fit" as a criterion, one might ask how many first rank research universities have been hurt by placing too much emphasis on academic quality irrespective of specialization. As Professor Hiz stated at the recent meeting of the Faculty Senate, "We should hire the best people we can get, and then get out of their way."

I hope that you will take the above concerns into account both in discussing the report with others and in future voting on the recommendations. Perhaps the most serious implications for academic freedom derive from recommendations two and especially, four, which gives departments license to "encourage" tenured as well as untenured faculty to redirect their teaching and research.

Two immediate questions we might ask in this regard are whether the committee would be willing to:

1. restrict "goodness of fit" considerations to hiring and, in the case of tenure, to apply the concept only where necessitated by fiscal need; and

2. alter recommendation four to disallow the use of "goodness of fit" in post-tenure cases, except when it has been established objectively and conclusively that the faculty member is inactive in his or her research.

—Joseph M. Scandura,
Director of Instructional Systems, GSE

Response to Dr. Scandura

The Committee on the Faculty wishes to thank Professor Scandura for his forceful cautionary statement. We reiterate that the Committee's statement on goodness-of-fit is not intended to advocate use of the concept at any particular stage of hiring, tenure or promotion, but only to stress that these departments or other faculty hiring units which do use the concept should be obliged to define the concept as used in their missions, to apply it systematically, and to inform all affected individuals in a systematic and timely fashion of the part which goodness-of-fit, so defined, is playing in their progress toward tenure or promotion.

—Margaret Mills, Chair,
Committee on the Faculty

Buying/Selling Academe

The University has always faced serious challenges to its independence and autonomy through its many links to outside funding sources. A new challenge has arisen in the past two decades with the emergence of aggressive corporate programs deliberately attempting to subsidize "proper" thinking on the economic system and economic policy. Back in 1972 Judge Lewis Powell (later elevated to the Supreme Court) wrote a memo to the U.S. Chamber of Commerce urging business "to buy the top academic reputations in the country to add credibility to corporate studies and give business a stronger voice on the campuses." Dr. Edward Feulner, head of the Heritage Foundation, pointed out in 1977 that by spending large sums it is possible to assure that the public policy area "is awash with in-depth academic studies" that have the suitable conclusions. Using the model of Procter & Gamble selling toothpaste, Feulner explained that "They sell it and resell it every day by keeping it fresh in the consumer's mind." By using a similar sales effort, including the dissemination of these ideas to thousands of newspapers, Feulner suggested that conservative foundations might keep debate "within its proper perspective."

Mr. William Simon made the same point in his book *A Time for Truth*, which urged that business "must rush by multimillions to the aid of liberty," it must divert funds from those "hostile to capitalism" to scholars and publicists "who understand the relationship between political and economic liberty." In 1977 Simon became head of the Olin Foundation, with the power to reorganize its grants program. In accord with his conservative agenda, the Olin Foundation proceeded to finance academic chairs and numerous lecture series and conferences that would meet the ideological plan. (For a discussion of these matters, with some attention to the role of Simon and the Olin Foundation, see John S. Saloma III, *Ominous Politics: The New Conservative Labyrinth*, chaps. 1-3 and 6). A liberal sometimes appears in an Olin-funded lecture series or conference, but not

(continued next page)

too often, and they may not be too liberal. At Harvard, an Olin-sponsored panel on Central America had included Robert White, the former Carter administration Ambassador to El Salvador. White's participation in the discussion was eventually cancelled, following a protest by Elliot Abrams, in a move defended by Professor of Government Harvey Mansfield, administrator of the Olin Foundation's "distinguished lecture series on philosophy and free institutions." Mansfield contended that the removal of White was sound as we would not want to allow "the reasonable liberal viewpoint to be drowned out by the far left" (*Harvard Crimson* May 14, 1986).

On the Penn campus we have had an Olin lecture series during the past several academic years, sponsored by various Wharton

School departments. As usual, the program has been dominated by conservatives, including William Simon himself as one of the speakers. The Olin series raises serious questions that the University community ought to address. Money is flowing into the University with the clear design of buying time and attention to a particular view of the world. Should we allow the issues discussed and range of positions to be taken in University-sponsored lecture series to be shaped predominately by outside organizations with an axe to grind? What protections have we established against the possibility that "truth" in the "marketplace of ideas" may be determined by the protagonists with the largest volume of resources?

—Edward S. Herman, Professor of Finance

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

Grievance Panel

On March 3, 1987, *Almanac* published the University's formal procedure for staff grievances. That procedure calls for establishing panels to hear grievances. It also permits a staff person with a formal grievance to be assisted by an advisor.

The following members of the University community have agreed to serve on panels (P) and/or as advisors (A).

We welcome any additions. Please contact Barbara Johnson, Manager, Staff Relations, Ext. 6093.

—Office of Staff and Labor Relations

Avis Beck (P)
James Beermann (P)/(A)
Jeannette Booker (P)/(A)
Dolores Bristow (P)/(A)
Vennie Browning (P)/(A)
Donna Casagrande (P)
Rachel Coates-Knowles (P)/(A)
Robin Dasher-Alston (P)
Kristin Davidson (P)/(A)
Robert E. Davies (A)
Rita Doyle (P)/(A)
Jean Farrington (P)
Irma Feldman (P)
Kay Gadsby (P)/(A)
Christine Greene (P)/(A)
Claudine Greene (P)/(A)
Jean Gurley (P)
Martha Hanson (P)
Ann B. Hart (P)
Carole A. Hawkins (P)/(A)
Geraldine Higgs (A)
Stephanie Hogue (P)/(A)
Margo A. Holloway (P)/(A)
Alice Elaine Hughes (P)
Ruth Hugo (P)/(A)
Cynthia Jackson (P)/(A)
Sally Johnson (P)
Lillie Jones (P)/(A)
Melsenor Jorden (P)
Katherine Litzenberg (P)
Deborah MacDonald (P)/(A)
Lee Matusik (P)
Linda McCrae (P)/(A)
Rosemary C. McDonough (P)/(A)

Lila McMillian (P)/(A)
Lucille M. Migatz (P)/(A)
Leonard Miller (P)
Jennifer Murtha (P)
Lorrie Neiburg (P)
Micheline Nilsen (P)
Peter Olds-Clarke (P)/(A)
Valerie Pena (P)
Marty Perrin (A)
Pamela A. Petty (P)
Linda Pierson (P)
Carolyn Pine (P)/(A)
Teresa Pyott (P)
Myrna Quitel (P)/(A)
Beatrice Reid (P)/(A)
Linda Rosenstein (P)
Lionel F. Rubin (P)
Donna M. Samuel (P)/(A)
Patricia Schindler (P)
Carolyn Schlie (P)
Newell Y. Shaw (P)
Phebe Shinn (P)
JoAnne E. Starr (P)
Arlene Stewart (P)/(A)
Douglas L. Strong (P)
Estelle Taylor-Wilkinson (A)
Maris Thompkins (P)/(A)
Rita Tomassone (P)/(A)
Carol Vorchheimer (P)
John L. Walters, Jr. (P)
Hedy Wassmer (P)
Marie Weismann (P)
Julie Welburn (P)/(A)
Tim Winant (P)/(A)

Research Administration is Moving

Effective 9 a.m. Monday, May 4, the Office of Research Administration will be in business at: Suite 300 (3rd floor), Mellon Building, 133 South 36th Street, 19104-3246. The new intramural mail address is: Suite 300, Mellon Building/3246.

To find the new office, use the 36th Street entrance at the rear of the Mellon Building and then take the elevator. The stairs do not allow up access.

The current telephone numbers remain unchanged. However, two new numbers, Ext. 2614 and 2615, are assigned for Human Subjects and Animal Care Committee business.

The Office of Research Administration will remain operational in Room 409, Franklin Building until 5 p.m. Friday, May 1.

Fond Farewells

A seminar and reception in honor of *Gertrude Reichenbach*, director of Dutch Studies, will be held on *April 24*. Mrs. Reichenbach is retiring after 18 years of teaching Dutch language and literature at Penn. Mrs. Reichenbach introduced Dutch as a minor for the B.A. in 1978, and as a major in 1983. She has been recognized for her work by the Flemish Government, which established the Pieter Breughel Chair, in her honor, at Penn in 1985, and by Queen Beatrix, who appointed her Officer in the Order of Orange-Nassau in 1986. Mrs. Reichenbach also established the current Seminar Series and is a recipient of the John Adams Medal.

Cocktails and dinner will begin at 6 p.m. at the Faculty Club. The seminar, on *Dutch Courage, Witches and Tall Tales*, given by Henk Edelman, and farewell speeches will begin at 8 p.m. in Room B3, Meyerson Hall. To make reservations for dinner and cocktails call Abraham Noordergraaf, at Ext. 5881 or 649-1242.

A reception in honor of *Dean Dell H. Hymes* will be held on *April 28*. Dr. Hymes is leaving Penn to join the University of Virginia's Center for Advanced Studies with faculty appointments in anthropology and English. Dr. Hymes is a renowned, wide-ranging scholar who, in his 22 years at Penn, has held professorial appointments in anthropology, folklore, sociology, linguistics, and education. He has been dean of the Graduate School of Education since 1975, and, according to President Hackney, has strengthened and expanded G.S.E.'s curriculum with innovative programs in educational administration, educational psychology, language education and literacy.

The reception celebrating Dr. Hymes' leadership and scholarship will be held from 5:15 to 8 p.m., in the University Museum Rotunda.

Dr. James Davis, vice chair of the Chemistry Department, will be leaving the University in July to become the director of laboratories for Biochemistry and Molecular Biology at Harvard. Dr. Davis joined the University in 1972 as executive assistant to then Provost Eliot Stellar. He later served as the associate dean of administration to the Faculty of Arts and Sciences. Dr. Davis assumed his present position in the Chemistry Department in 1982.

Memorial Service

The School of Medicine will hold a Memorial Service honoring the late Edward Rose, M.D., Medical School graduate, emeritus professor and former chief of the Endocrine Section at HUP. The Service is scheduled for *Friday, May 8* in Medical Alumni Hall, HUP (first floor, Maloney Clinic), at 3 p.m. Dr. Rose died January 29 at the age of 89.

FITNESS/LEARNING

23 *Two for the Seesaw: The Lawyer and the Therapist in Family Litigation*; workshop in conjunction with Wolf, Block, Schorr and Solis-Cohen; 9-11 a.m., Marriage Council. Information: 382-6680.

FILMS

Afro-American Studies

21 *The Bombing of Osage*; a showing of the documentary by the narrator and script writer, Toni Cade Bambara; group discussion follows; 7:30-9:30 p.m., Duncan Lounge, Kings Court/English House. Free admission.

International House

Films are shown at 7:30 p.m. unless otherwise noted. Admission: matinees, \$1.50, nighttime showings, \$3.50, \$2.50, members, students and senior citizens.

22 *The Flapper Story: The International Sweethearts of Rhythm: America's Hottest All-Girl Band and I Promise to Remember: The Story of Frankie Lyman and the Teenagers.*

23 *New West Coast Animation.*

24 *The Flapper Story: The International Sweethearts of Rhythm: America's Hottest All-Girl Band, and I Promise to Remember: The Story of Frankie*

Lyman and the Teenagers; 4 p.m.

Women's Animation; compilation of award winning films by women working with animation including *Nexus*, *Yours for the Taking*, *Luna Tune*, *Lucretia*, *This is just to Say: A Poem and a Reply*, *Contrapunctus*, and *Nighttime Fears and Fantasies*. Introduced by animator Joanna Priestly.

25 *Trial On The Road*; set in 1942 in a Nazi controlled region of Russia; 4 and 9:30 p.m. *Farewell*; salute to the Soviet Republics; 7 p.m.

29 *Hellfire, and Painted Landscapes.*

30 *Alexandria . . . Why?*

MEETINGS

29 *University Council*; 4-6 p.m., Room 351, Steinberg Hall-Dietrich Hall.

30 *The Lesbian/Gay Staff and Faculty Association*; noon, 2nd floor lounge, Christian Association. Information: Larry Gross, Ext. 5620, or Bob Schoenberg, Ext. 5044.

MUSIC

29 *Penn Baroque Ensemble* plays Bach, Rameau and Dornel; 8 p.m., Lessing J. Rosenwald Gallery, Van Pelt Library. Admission: free.

SPECIAL EVENTS

23 *Convivial Hour in Honor of New Members*; 5-6:30 p.m., Faculty Club. \$6.50 covers hors d'oeuvres and a complimentary drink. Reservations: Ext. 4618.

Notes on Crime: At presstime Monday, Philadelphia police were handling (1) the discovery of 4.4 pounds of cocaine in hollowed-out books mailed from Columbia, S.A., to a mixed address (name of person untraced, followed by Romance Languages Department but with a fraternity's street address); and (2) the gunshot death of a non-University man at 36th and Sansom. Monday's *D.P.* quotes Philadelphia Homicide Detective John Ainsley as linking the murder victim, 22 year-old Richard Gambrell of North 13th Street, to drug traffic but not to the cocaine delivery to a University address. —K.C.G.

Department of Public Safety Crime Report

This report contains tallies of Part I crimes against persons, and summaries of Part I crimes in the five busiest sectors on campus where two or more incidents occurred between April 13 and April 19, 1987.

Total Crime: Crimes Against Persons—1, Burglaries—2, Thefts—26, Thefts of Auto—0

Area/Highest Frequency of Crime

Date	Time Reported	Location	Incident
Locust Walk to Walnut St., 36th St. to 37th St.			
04-13-87	1:22 PM	Delta Psi	2 oil paintings and red rug taken from house.
04-13-87	4:58 PM	Christian Assoc.	4 light fixtures taken from lobby.
04-13-87	5:23 PM	Lot #25	Hood ornament taken from Chevy Camaro.
04-18-87	10:06 PM	Annenberg Center	Unattended wallet taken from dressing room.
Spruce St. to Locust Walk, 34th St. to 36th St.			
04-18-87	1:57 AM	Houston Hall	Unattended jacket and personal papers taken.
04-18-87	2:24 PM	Houston Hall	Unattended wallet taken from under chair.
04-18-87	10:09 PM	Houston Hall	Card shop/approx. 12 posters taken.
Spruce St. to Locust Walk, 37th St. to 38th St.			
04-14-87	8:39 AM	McNeil Bldg.	2 computers taken from boxes.
04-14-87	10:36 AM	McNeil Bldg.	Coffee machines taken from open room.
04-15-87	5:34 PM	Vance Hall	Secured bike and lock taken from rack.
Spruce St. to Locust Walk, 38th St. to 39th St.			
04-13-87	7:29 AM	Lot #14	Various items taken from Nissan Sentra.
04-13-87	9:23 AM	Lot #14	Radio taken from silver Porsche.
04-13-87	10:35 AM	Lot #14	Radio taken from Datsun 280Z.
South St. to Walnut St., 32nd St. to 33rd St.			
04-14-87	4:54 PM	Hutchinson Gym	Clothing taken from unsecured locker.
04-15-87	8:51 AM	Franklin Field	Briefcase taken from seat of unlocked car.
04-15-87	4:23 PM	Rittenhouse Lab	Wallet taken from unattended backpack.

Safety Tip: What do you have to look forward to as a drug user? Arrest, irreversible personality changes, bad trips, risk of sudden death, a lower quality of life, and yes, even financial difficulties. No wonder they call the stuff "dope."

TALKS

21 *Prostanoids in the Cerebral Circulation*; David Busija, associate professor, physiology and biophysics, University of Tennessee Health Science Center; 12:30 p.m., 4th floor, Physiology Library, Richard Building (Respiratory Physiology Group).

Reversing 29 Years of Anti-Development in Haiti; Gerard Ferere, St. Joseph's University; 6-8 p.m., Faculty Club (Society for International Development).

22 *Modernization in an African Setting: The Nigerian Experience*; Bolanle Awe, Institute of African Studies, University of Ibadan, Nigeria; 4 p.m., Room 200, College Hall (Penn-Ibadan Exchange Program).

23 *Biochemical Topics of Receptor Biology*; Fedor Medzhiradsky, University of Michigan; noon, Hirst Auditorium, 1 Dulles Building, HUP (Department of Biochemistry and Biophysics).

Public Reading by Toni Cade Bambara; 1:30-3 p.m., Penniman Library, Bennett Hall (Afro-American Studies, W.E.B. DuBois College House).

Stable Expression of Torpedo Acetylcholine Receptor Subunit cDNAs in Tissue Culture Cells; Toni Claudio, department of physiology, Yale University School of Medicine; 4 p.m., Physiology Library, 4th floor, Richards Building (Department of Physiology).

Empowerment for Oppressed People in the Decade Ahead; Barbara Bryant Solomon, dean, graduate studies, UCLA, and author of *Black Empowerment: Social Work in Oppressed Communities* (1978); 5 p.m., Room 110, Annenberg School (School of Social Work).

28 *Protein Crystallography and Molecular Dynamics*; F. Ray Salemme, Dupont Experimental Station, Wilmington, DE; noon, Room 404, Anatomy-Chemistry Building (Department of Biochemistry and Biophysics).

Decision Making in Medical Ethics

Who Lives, Who Dies, Who Decides: Decision Making in Medical Ethics, a Class Cluster Program of Alumni Affairs, is a provocative panel discussion open to the University community. The panel consists of Provost Thomas Ehrlich, Dr. Renee C. Fox, Annenberg Professor of the Social Sciences, Dr. Steven G. Gabbe, professor of obstetrics and gynecology and pediatrics at the School of Medicine and chairman of HUP's Ethics Consultation Committee, and Dr. Joyce E. Thompson, associate professor in the School of Nursing. The program on April 22 at the Annenberg School begins with a reception, 5:30-6:15 p.m., followed by the panel discussion, 6:15-7:30 p.m. and concluding with a reception and gathering. Cocktails and hors d'oeuvres, \$10 per person. Registration: Ext. 7811.

Almanac

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(215) 898-5274 or 5275.

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

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