

Almanac

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To: Members of the Faculty Senate

From: David P. Balamuth, Chair

Agenda

for the

Annual Meeting

Wednesday, April 26, 1989

3:00 to 5:30 p.m. in 17 Logan Hall

1. Approval of the minutes of the April 20, 1988 plenary meeting.
2. Report of the Chair.
3. Remarks by the President.
4. Remarks by the Provost.
5. Discussion of proposals concerning the future of the University Council.
6. Discussion of the proposed "Diversity Education Program," including consideration of any resolutions on that topic which may be proposed (*Almanac* April 4, 1989).
7. Discussion of issues related to administrative methods for improving the quality of teaching.
8. Adjournment by 5:30 p.m.

NOTE: Members of the Faculty Senate are encouraged to come to the meeting prepared with questions for the President or Provost.

Four Guggenheims for Penn

Four Penn professors are among the 198 winners (out of 3144 applicants) of John Simon Guggenheim Memorial Fellowships this year.

—Dr. Michael L. Klein, professor of chemistry, will research the structure and dynamics of disordered molecular systems.

—Dr. Douglas A. Lauffenburger, professor of chemical engineering, will write a book on studies on cellular bioengineering.

—Dr. James J. O'Donnell, associate professor of classical studies, is writing a commentary on *The Confessions of St. Augustine*.

—Dr. Charles E. Rosenberg, Janice and Julian Bers Professor of the History of Science, will write a book on the changing views of disease from 1800 to the present.

Reorganization in Med/HUP

Dr. Arthur Asbury has named three chief coordinators of research, clinical affairs and education, and announced goals that call for cuts in the 1990 budget now being put together. See his speech to the faculty/staff, pages 4-5.

Council: 'Yes' to Diversity Education Program

At the University Council on April 12, the plan to start diversity/awareness programs this fall in dorms and Houses received support in principle, subject to review in one year, by a vote of 24-12 with 4 abstentions. (See planning texts *Almanac* February 14 and April 4.)

Council's other action items were two by-laws changes (*Almanac* March 14) which passed. One eliminates the Academic Review Committee; the other adjusts the process of electing faculty to the Council Steering Committee.

SEC as Complainant: Early in the meeting, Senate Chair David Balamuth delivered a unanimous statement by the Senate Executive Committee denouncing a "scorched earth policy" of disrupting judiciary processes (full text page 2).

When GAPSA's chair Vincent Phaahla challenged consistency with the Senate leaders' position on nonintervention in a case

(*Almanac* February 28), Dr. Balamuth reiterated from the second paragraph of the new action that no position is taken on the merits of the case. Later, after SEC member Dr. Michael Cohen questioned the VPUL's failure to bring a complaint against the reported disruption, and Dr. Kim Morrisson explained a conflicting role as the appeal person, Dr. Cohen volunteered that he was filing such a complaint at the meeting. It was then clarified that the SEC action constitutes a complaint. To Mr. Phaahla's warning that SEC should withdraw the complaint because otherwise all SEC members who voted the action would be required to sit through lengthy hearings, President Sheldon Hackney said the system provides for SEC's designating one person to attend the hearings.

Safety Issues: President Hackney said he has directed that an alternate entrance to Studebaker Hall be used for the hearings. (continued next page)

SEI Center: Management in the Year 2000

With a \$2 million gift from a 1966 MBA who used to be a teaching fellow at Wharton, the School will launch the SEI Center for Advanced Studies in Management.

Donor Alfred P. West, Jr., is the alumnus who is founder, chairman and CEO of the SEI Corporation, a provider of software and financial and information services to the U.S. and Canadian financial industries where it holds, respectively, 40% and 75% of the market.

The Center's director will be Dr. Jerry Wind, the Lauder Professor and professor of marketing at the Wharton School who co-directed the successful SAS/Wharton joint program, The Lauder Institute, for its first five years. Citing studies that stress "a growing gap between management needs and management education and research," Dr. Wind lists a host of economic, technical, ethical and demographic changes that have altered the nature of management practice, leading to reorganization of work. A special concern is about "the ability of management schools to undertake the needed transformations from a narrow disciplinary to cross-disciplinary focus," and go from domestic to global outlook, from conventional to high technology, from a strict business to a business-in-society perspective, and from preparing technicians and middle managers to developing creative professional business leaders.

The CEI Center is to function with other Wharton School units and faculty from elsewhere in the University, organizing research teams in selected research areas; serve as a "think tank" for management, with visiting leaders of business and government brought to

campus; and offer international workshops and conferences in the selected areas (posited to be three, initially, with an Advisory Board and a Faculty Council helping choose which three will best address the challenge of the 21st century. The Center will also encourage faculty internships at leading companies for research and identification of priority topics.

The Center and its membership will be announced during the Board's first meeting April 24-25—along with a second corporate gift of \$200,000 from the Xerox Corporation.



Al West, the teaching fellow-cum-donor.

dent Health be built, and that he will report back to Council on talks are in progress with Mellon and Provident, two banks where MAC card machines are accessible on card entry, about security in the light of the recent incident in which a woman student was beaten in the afternoon in open view but behind Provident's locked glass doors—which police could not enter until a passerby provided a card.

He also expressed concern over repeated incidents of violence in the 40th Street area, outside University jurisdiction but with risk to students and others. (At that juncture, most of the recent publicized attacks had not involved University members, but late Friday night six students and a visitor were attacked by a youth gang and two required stitches for injuries.)

Off-Campus Leafleteers

Following a visit to campus by recruiters for a local college group calling itself the White Student Union, the President, Provost and Vice Provost for University Life issued the following statement:

A flyer distributed on campus on March 31st by a group of non-University persons compels us to restate the University's commitment to a community in which individuals treat each other with respect and dignity.

The flyer contained a racial slur that was, in our view, deeply offensive to the group that it targeted and to everyone who believes that bigotry and intolerance have no place at Penn.

We condemn the demagoguery conveyed by the flyer. Further, we want to make clear our belief that affirmative action has played an important and positive role in helping us to build a diverse University community. Penn students, faculty and staff are here because they are qualified, and we are proud of our continuing efforts to recruit minorities and women and to encourage them to play a full role in the life of the Penn community.

—Sheldon Hackney, President

—Michael Aiken, Provost

—Kim Morrisson, Vice Provost for University Life

SENATE

From the Senate Office

The following statement is published in accordance with the Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion between the constituencies and their representatives. We would be pleased to hear suggestions from members of the Faculty Senate. Please communicate your comments to Senate Chair David P. Balamuth or Faculty Senate Staff Assistant Carolyn Burdon, 15 College Hall/6303, Ext. 8-6943.

Action Taken by the Senate Executive Committee

Special Meeting on Wednesday, April 12, 1989

Resolution Concerning the Disruption of Judiciary Processes

Adopted unanimously 4/12/89

The University community need not, and should not passively observe the use of "scorched earth" tactics against any institution set up to resolve disputes involving claimed violation of academic or conduct standards that govern members of the community. All parts of the community participated in the past in establishing these institutions and in prescribing how they should work. These charters sought to make the processes valid and fair, with mechanisms for review of initial decisions to correct possible error. The University community has a considerable stake in seeing that these institutions function in the ways intended.

The Senate Executive Committee, having received and considered accounts of conduct during a proceeding now pending before the University Honor Court, deplores the reported acts of intimidation and coercion. Such behavior is simply intolerable. SEC cannot and does not express any view of the merits of any matter before the University Honor Court. Nor does SEC make a judgment whether any of the perceived conduct violates the Guidelines on Open Expression or other conduct standard. Our purpose is to urge those involved in the proceedings, in their self-interest and in the interests of the larger community, to follow the charter of the University student judicial system, which provides:

All hearings shall be conducted in such a manner as to permit the panel to achieve substantial justice. Participants and observers will conduct themselves in accordance with these objectives.

The Senate Executive Committee encourages members of the University community to speak out in an effort to persuade individuals to curb excessive behavior for the benefit of all concerned. Persons involved in disputes that become emotionally charged may interpret the silence of the community as indicating acquiescence in conduct that exceeds the bounds. Members of the faculty, as well as the Faculty Senate, ought to be vigilant to protect the processes integral to the functioning of the community and to let the voice of the community be heard when unacceptable conduct is seen to occur. Vigorous and timely expression of community opinion may help to avert exacerbation of disputes and to minimize the possibility of unnecessary loss to individuals and the University.

A necessary concomitant of the principles noted above is the prompt and vigorous prosecution of violations of the norms of community behavior as described in the Guidelines on Open Expression or other standards of conduct. The Senate Executive Committee requests the JIO (or other appropriate administrator) to investigate possible violations of the guidelines or other University regulations in connection with the recent hearings in the Phaahla case.

From College Hall

Numbers of Standing Faculty by Gender, School and Tenure Status

Here is the third in a series of data sets showing the gender and tenure composition of the standing faculty by school as of October 31, 1988. For comparison, the previous tables were published in *Almanac* February 2, 1988.

—Richard C. Clelland,
Deputy Provost

—Patricia Wilson,
Assistant to the
Deputy Provost

School	Number of Standing Faculty				School	Number of Tenured Standing Faculty			
	Men	Women	Total	% Women		Men	Women	Total	% Women
Annenberg	9	2	11	18	Annenberg	9	1	10	10
Arts & Sciences	405	81	486	17	Arts & Sciences	327	52	379	14
Dental	43	2	45	4	Dental	39	1	40	2
Education	18	8	26	31	Education	16	3	19	16
Engineering	102	6	108	6	Engineering	80	2	82	2
Fine Arts	31	5	36	14	Fine Arts	26	3	29	10
Law	22	7	29	24	Law	18	3	21	14
Medicine	637	115	752	15	Medicine	222	21	243	9
Nursing	0	50	50	100	Nursing	0	19	19	100
Social Work	9	6	15	40	Social Work	8	3	11	27
Veterinary	89	18	107	17	Veterinary	67	6	73	8
Wharton	157	13	170	8	Wharton	100	9	109	8
Provost	1	2	3	67	Provost	1	2	3	67
	1523	315	1838	17		913	125	1038	12

Results of the Questionnaire on Governance

This year the Senate Committee on Administration has been considering the question of faculty participation in the governance of the University. During the committee's discussions, the idea of using written questionnaires to gauge faculty opinion on important matters was offered as a possible supplement to more traditional methods such as plenary meetings of the entire standing faculty. As an experiment, the committee decided to circulate a questionnaire dealing with some of the important specific questions relating to governance that the committee had been considering.

The questionnaire was sent to 1,865 members of the standing faculty in February, of which 714 were returned by the closing date, March 17, 1989. Many of these included specific written comments in addition to answers to the questions asked. We are pleased with the number returned.

The specific questions asked and the responses given are detailed at right. A few points are noteworthy and can be mentioned here. First of all, an overwhelming majority of those who responded (97.8% of 694) believe that members of the faculty have the right to participate in the governance of the University and that this right carries associated obligations (94.8% of 680). A somewhat smaller majority (81.9% of 645) believe that faculty approval should be secured by the administration when major resource allocation decisions are made. A slightly larger majority (88.4% of 670) were in favor of the faculty having a decisive role in the selection of the recipients of endowed chairs, although several respondents pointed out that the word "decisive" may require a clearer definition than was given in the questionnaire.

The committee notes with approval the recent decision of the Provost to require the positive recommendation of a faculty committee before any endowed chair can be awarded.

With respect to the selection of recipients of term chairs, i.e. named professorships awarded for a specific period, usually five years, the respondents were nearly equally divided between a process identical to that used for selecting a full professor and a less well defined process in which the dean of the school involved plays a larger role. Only 2.8% of 676 felt that the dean should act alone in these appointments.

Most respondents (85.7% of 665) favored a system in which a majority or all members of committees concerned with academic affairs or faculty benefits (beyond one school) should be faculty members selected by the faculty.

Two questions addressed possible participation by faculty members chosen by the faculty in very high level administrative bodies such as the Provost Staff Conference and the Senior Management Group. The former approves all faculty appointments, and the latter advises the president on day-to-day management issues. Approximately three-quarters of the respondents favored the addition of at least one faculty member chosen by the faculty to each group.

In this respect the committee notes with approval the policy of the present Provost to restrict service on the Provost's Staff Conference to members of the tenured faculty, a procedure not always followed by his predecessors.

Finally, the questionnaire asked whether seminars on specific topics might be a useful method of gathering faculty opinion. The reception to the general ideas of seminars was favorable; different specific topics proposed received varying levels of support (see details at right).

On the whole, the committee is extremely pleased with the thoughtful responses to the questionnaire. In particular the committee would like to thank those respondents who included detailed comments with their answers.

Senate Committee on Administration

Gerald Faulhaber, pub pol & mgt Richard Miselis, anatomy/vet
Frank Goodman, law James F. Ross, philosophy
Noam Lior, mech engr, Chair Karl von Vorys, political sci
ex officio, David P. Balamuth, physics
ex officio, R. E. Davies, animal biology/vet

Sample of the Questionnaire, with Numerical Responses

Percentages given are of the total vote for each question considered separately.

1. Do you believe that as a faculty member you have a right to participate in the governance of the University?
YES: 679 (97.8%) NO: 15 (2.2%)

2. If you answered "yes" to question 1, do you believe that the rights of the faculty carry associated obligations to contribute to the governance process?
YES: 642 (94.4%) NO: 38 (5.6%)

3. Do you believe that the administration should make major resource allocation decisions within the University without securing the approval of the faculty?
YES: 117 (18.1%) NO: 528 (81.9%)

The following questions deal with chaired professorships. To define the terminology, an endowed chair is one for which the University has set aside a definite sum, the income from which is used to pay the salary and other expenses associated with a specific named professorship. A term chair is a named professorship awarded for a specific period, usually five years, and consists typically of an extra sum of money paid annually which may be used to augment salary or for expenses associated with research.

4. Do you believe the faculty should have a decisive role in the selection of recipients of endowed chairs?
YES: 592 (88.4%) NO: 78 (11.6%)

5. Which of the following procedures do you think should be used to award term chairs?

Awarded by the dean alone: 19 (2.8%)
Awarded using the same process of faculty consultation which would be used to appoint a full professor in your school: 313 (46.3%)
Awarded by some other process involving consultation between the dean and the faculty, with the relative participation of each somewhere between the alternatives given above: 344 (50.9%)

In some of the following questions we refer to faculty members chosen by the faculty, either at large or by the Senate Executive Committee. By "at large" we mean using a procedure like the one used to select officers of the Senate, i.e. nominations from a nominating committee with the possibility of additional nominations by petition, followed by election by the entire faculty using a mail ballot.

6. What proportion of the membership of committees whose work affects academic affairs or faculty benefits beyond a single school should be faculty members chosen by the faculty, either at large or by the Senate Executive Committee?

All: 93 (14.0%)
A majority: 477 (71.7%)
A minority: 82 (12.3%)
None: 13 (2.0%)

7. Do you think that the Provost's Staff Conference, which approves all faculty appointments, and consists of six deans, the Vice President for Medical Affairs, the Deputy Provost, the Vice Provost for Research, and the Vice Provost for Computing, should include at least one representative chosen by the faculty at large and/or the Senate Executive Committee?

YES: 541 (78.9%) NO: 145 (21.1%)

8. Do you think that the Senior Management Group, which meets regularly with the President to consider day-to-day management issues, and consists of the President, Provost, Senior Vice President, Vice President for Development and University Relations, Executive Vice President of the Medical Center, Executive Director for Resource Planning and Budget, Director of Planning, and the Executive Assistant to the President, should include at least one representative chosen by the faculty at large and/or the Senate Executive Committee?

YES: 528 (77.8%) NO: 151 (22.2%)

9. Do you think that seminars organized by the Faculty Senate and including senior administrators would be a useful method of communicating ideas and identifying important issues to be placed on the Faculty Senate agenda?

YES: 471 (71.4%) NO: 189 (28.6%)

10. If you answered "yes" to question 9, which of the following seminars would you be willing to attend?

a. Effective faculty participation in determining academic priorities.
YES: 290 (86.1%) NO: 47 (13.9%)
b. The allocation of resources for such University community items as the Faculty Club, faculty parking, faculty access to recreational facilities.
YES: 244 (63.0%) NO: 143 (37.0%)
c. The relationship between academia and the Federal government, and other grant-giving agencies.
YES: 418 (78.7%) NO: 113 (21.3%)
d. The relationship between the University and its Philadelphia environment.
YES: 211 (56.7%) NO: 161 (43.3%)
e. The relationship between the University and its global environment.
YES: 177 (55.7%) NO: 141 (44.3%)
f. Other (please specify; use separate sheet if necessary)
YES: 8 (44%) NO: 10 (56%)

Issues Facing Penn Medical Center *by Arthur Asbury*

Adapted from an address to the faculty and staff on April 13, 1989

There has been a good deal of discussion and speculation about Dr. Stemmler and what happened. Let me say this. The newspaper and other printed accounts of what transpired are accurate. On Tuesday, March 28, Dr. Stemmler and President Hackney met. The subject under discussion was recruitment to the deanship and President Hackney's wish to recombine the role of Dean with that of Executive Vice President and to modify the search process with this new position in mind. Dr. Stemmler felt that in this setting his role as Executive Vice President would be impaired in the coming months, and expressed his intention to resign now. That he has done. But let me express the tremendous sense of gratitude felt by so many, including myself, for Ed Stemmler's contributions and leadership of this institution for so many years.

Several days later, I was asked by President Hackney to assume the recombined role of Dean and Executive Vice President, both on an acting basis, and I agreed to do so as of Monday, April 3. It is my understanding that the search for a Dean-Executive Vice President will commence. Until a new appointment is made, it is my job to keep the Medical Center moving forward. For those programs and areas that have momentum, this must be maintained, and for those programs and areas that are flagging momentum must be gained.

New Roles for Three

In order for me to be effective in this combined job, it became necessary to create some new administrative roles to guide and coordinate the many and diverse programs and units for which the Dean-Executive Vice President is responsible. To this end, I have appointed Bob Barchi, Stan Baum and Fred Burg to be the coordinators for and the extensions of the Dean in the areas of research, clinical affairs and education respectively. The scope of these new roles and the precise titles to be attached to them remain to be settled, but it is essential that these roles carry with them a measure of responsibility and authority in order for this plan to work. I should emphasize that these appointments in no way alter the access to the Dean either by departmental chairs or by the faculty.

I should also point out that these appointments do not disturb other aspects of the School of Medicine or Medical Center administrative structure. There have been some other recent changes, which I feel have been strongly positive. Mr. John Eudes joined the Medical Center staff just over a month ago, arriving here from the University of Alabama to lead the program in marketing and public information for the Hospital

and the School of Medicine. This is an important new function that we think speaks well for the future. Similarly, Mr. William Ryan has even more recently joined the Medical Center team as Chief Financial Officer of the Hospital. This is a key role in Mr. [Edward] Schwartz's top management staff, and we are most pleased that Mr. Ryan has joined us.

We face pressing and important challenges. One that has both high importance and urgency is the financial health of the Hospital and Clinical Practices. To reach our financial goals requires the fullest attention of all of us. The Hospital must be able to operate within its income and to save enough to fund capital projects for the future. The Practices in turn are vital to the Hospital and to the School, and of course the School and its faculty provide the research and educational directions that form the very fabric of our Medical Center.

It is important to understand who we are. We are a special institution among a select few whose mission is dedicated to treating and caring for human ills by drawing upon our unique intellectual environment. This environment is fed by our particular educational and research endeavors that lead to the creation, interpretation and application of scientific knowledge to the understanding and treatment of disease. We must emphasize and build these strengths in which we are preeminent.

Our objectives must be to retain and improve our position as a nationally-ranked educational and research resource; to improve our position as the first choice tertiary patient-care provider in the Delaware Valley; and throughout all of this we must maintain economic viability and build reserves for future program investments. We must employ strategies that concentrate our discretionary resources on programs that represent our research and service strengths and that fit our mission. We require that existing programs and projects be tested for their contribution to the economic well-being of the Medical Center and balanced with respect to its mission.

These are simple, almost obvious statements to make, but we must say them, and understand them, and act on them accordingly.

As an extension of the logic that underlies the statements of our mission and objectives that I have just spelled out, there are certain goals that can be set forth:

One: The Hospital will achieve a balanced operating budget and develop financial surpluses. This is an immediate need beginning with fiscal year 1990. We are in the midst of putting together the budget for the coming fiscal year, and this is an activity in which many must participate. We all have a common destiny in this Medical Center and we are all stakeholders in its future. The staff of the Hospital and the medical staff and the faculty of the School must work together closely, collaboratively and interactively and with a spirit of cooperation and mutual support in order to work through the budget process effectively. Cuts will be required and I have asked the Clinical Practices Executive Committee and the Medical Board to work closely with Hospital Administration and Nursing to ensure that the proposed cost reductions will not adversely impact on the Hospital's primary responsibility of



Dr. Robert Barchi

Dr. Stanley Baum

Dr. Fred Burg

Assigned but not yet titled, the new coordinators of research, clinical affairs and education are Penn Med veterans. Dr. Barchi, the David Mahoney Professor of Neurology, came here for a residency in 1973; in 1983 he became director of the Institute for Neurological Sciences. Dr. Baum, the Eugene Pendergrass Professor of Radiology, also took a HUP residency (1958); he returned in 1975 as professor and chairman after serving at Harvard. Dr. Burg, professor of pediatrics at CHOP, has been associate dean for academic programs at Penn Med since 1980, when he arrived from Northwestern. To prepare for the School's 225th birthday, Dr. Burg will work with Dr. Fishman, the William Maul Measey Professor of Medicine.



Dr. Alfred Fishman
For the 225th birthday next year, he and Dr. Burg are in charge.

New Chief Financial Officer William Ryan, below left, came from Cincinnati's Jewish Hospital. Below right is the recently arrived marketing and public affairs director, John Eudes, from a marketing post at Alabama.



caring for patients. This will not be easy. For our institution to survive and maintain its leadership position, we must get our budget under control and, at the same time, move forward with the implementation of many exciting, new, revenue-generating programs.

Two: The Practices will be encouraged to further improve efficiencies in their business functions and to support interdisciplinary practice arrangements. Prime examples of where that is under way include the broadly based planning efforts involving physicians, nurses, Hospital administration and many others for optimal cardiac services and also for services to treat cancer. The Practices will be asked to become partners in the implementation of other joint Hospital and Practice programs and share the risks and rewards.

And finally, the Medical Center must control the allocation of its resources to the extent necessary to achieve the goals just described.

Other matters should be brought to attention. We plan to go forward with the Five Year Master Plan that is now nearing completion.* Wide consensus has already been achieved on the research and education portions of this Plan and agreement is near for the health services portion.

In addition, a well thought-through list of needs as targets for fund-raising has been put together and has been presented to the University

* The Five Year Plan of the School of Medicine published as an *Almanac Supplement* March 3, 1987, is part of a rolling process.—Ed.

administration and to trustee boards. We have great expectations and opportunities in terms of fund-raising, and the development program of the Medical Center will be pursued.

Both the consensus of the needs assessment list generated for the development plan and the opinion of the School of Medicine Long Range Planning Committee indicate that a major priority for the School of Medicine is the building and rebuilding of our scientific research effort with particular emphasis on our basic science programs. Emphasis on these directions will be encouraged. The Clinical Research Building is on schedule and will open in the late summer. The planning phases for new research space to be built over the next few years are well under way as we see the need for replacement of antiquated research laboratories in the Anatomy-Chemistry Building.

Finally, next year is the 225th birthday of our School of Medicine. A year-long celebration marked by many events is planned and should bring great credit and visibility to the School. Dr. Al Fishman is leading that effort with the co-direction of Dr. Fred Burg.

If I could emphasize just one matter in closing, it is the concept that we are all stakeholders with common missions, objectives and goals in this Medical Center. We must plan and work in a collaborative, interactive and mutually supportive manner in order to be successful. We have clear directions and opportunities to pursue but there are serious challenges before us. We must meet these challenges. We can meet these challenges and we will meet these challenges.

OF RECORD

1989 Summer Hours and Compensation Practices

Beginning Monday, July 3, 1989, the University will alter its regular schedule of weekly hours worked for the months of July and August. The summer schedule of hours worked at the University, as referred to in this statement, is 9 a.m. to 4:30 p.m. Monday through Friday with a one-hour lunch period, resulting in a work week of 32.5 hours.

The following should serve as a set of guidelines in the implementation of summer hours for this year.

A. Effective Period

Summer hours resulting in the following time reductions will be observed Monday, July 3 through Friday, September 1, 1989.

- 1/2 hour per day totaling 2-1/2 hours per week.
- 35.0-hour work week is reduced to 32.5 hours;
- 37.5-hour work week is reduced to 35.0 hours;
- 40.0-hour work week is reduced to 37.5 hours.

B. Guidelines for Implementation

In recognition of the varying operating requirements throughout the University, a particular department or school may need to adopt a flexible schedule to meet its particular needs. However, the summer schedule of hours worked cannot exceed the reduced rate of weekly hours indicated above without additional compensation. Supervisors should advise employees as soon as possible what the summer schedule of hours worked will be in their department or school.

Departments are given flexibility in the scheduling of the reduced work week. Some examples follow:

Scheduled Work Week

(Using a 35-hour work week reduced to 32.5 hours)

- A. Monday through Friday, 9 a.m. to 4:30 p.m.
- B. Staggered hours to extend daily coverage:
- Employee I: Monday through Friday, 8:30 a.m. to 4 p.m.
- Employee II: Monday through Friday, 9 a.m. to 4:30 p.m.
- Employee III: Monday through Thursday, 9 a.m. to 5 p.m.
Friday, 9 a.m. to 2:30 p.m.*

* Employees choosing to take the 2-1/2 hours off in any one day must work the regularly scheduled hours on the remaining four days in order to accrue the 2-1/2 hours. Paid time off, i.e. sick, vacation, personal days, etc. do not count as days worked

C. Compensation Practices

1. All employees working the summer schedule of hours are to be paid their regular weekly salary.

2. Any unit deciding to maintain the regular work week schedule throughout July and August should discuss this decision with the Office of Staff Relations prior to July 3, 1989.

a) If a weekly-paid employee works more than the summer schedule of hours, that employee is to receive, in addition to the regular weekly salary, extra compensation for those hours worked at straight time up to forty hours worked in the week.

b) If the supervisor and employee mutually agree, compensatory time may be taken equal to the additional straight-time hours worked.

3. If a weekly-paid employee works more than forty hours in a week, that employee is to receive compensation at time and one-half (1-1/2) for all hours worked in excess of forty.

Examples

Regularly Scheduled Hours	Summer Schedule	Hours Worked	Straight Time Hours Paid	Time and One-Half Hours Paid	Total Hours Paid
35 hrs.	32.5 hrs.	32.5	35.0	0	35.0
		35.0	37.5	0	37.5
		40.0	42.5	0	42.5
		42.0	42.5	2	45.5
37.5 hrs.	35 hrs.	35.0	37.5	0	37.5
		37.5	40.0	0	40.0
		40.0	42.5	0	42.5
		42.0	42.5	2	45.5
40 hrs.	37.5 hrs.	37.5	40.0	0	40.0
		40.0	42.5	0	42.5
		42.0	42.5	2	45.5

D. Exclusions

Regular part-time employees, temporary employees, University employees working at HUP whose unit does not observe the summer hours schedule, and employees covered by collective bargaining agreements are excluded from this reduced summer hours procedure.

E. Questions

Any questions concerning the above should be directed to the Office of Staff Relations at Ext. 8-6093.

—Office of Human Resources

Speaking Out

Applause for 'Green Line'

Several of us in the Department of Music wish to commend the University Council for supporting the establishment of the Penn Bus's new Green Line, which takes members of the University community eastward over the South Street bridge. Of the graduate students in our department who presently reside in the Philadelphia area, well over a third live east of the Schuylkill. This much needed service allows many of us to work in the library later or to attend events scheduled by the University after nightfall. Such flexibility can only promote scholarly and collegial pursuits here at Penn. We hope that the University makes the Green Line a permanent service we can guarantee to our prospective students.

—Rose Mauro, Sanna Pederson,
and Paul Whitehead

On Affirmative Action

I am very sympathetic to the points Jean Crockett makes in her recent letter to *Almanac* (3/28/89) in which she questions our progress in improving the representation of minorities and women among the faculty.

While a good deal of work remains in front of us, I do think it is worth noting the gains that have been made. For example, as of the fall of 1988 there were 48 black faculty on the tenure track, up from 33 faculty in October 1985; this represents 2.7 percent of the total tenure track faculty. According to a recent survey among our peer institutions, Penn is tied with one other school as having the highest percentage of black faculty on its tenure track.

The smallness of this number is a strong reminder of how much further we have to go, not only to improve the representation of blacks, but also women, Hispanics, and other ethnic minorities.

—Michael Aiken, Provost

To Save or Not to Save

I would like to comment on a recent letter from Professor David Brownlee (*Almanac* 4/21/89) concerning his objections to the possible demolition of the Morgan, Music and Smith Buildings.

Dr. Brownlee reminds us that preserving isolated specimens of our architectural heritage rather than preserving groups of related buildings often robs the overall environment of aesthetic beauty and historical significance. I certainly agree with him about the complementary value of College and Logan Halls; the loss of the latter would diminish the significance of the former.

However, while I cannot speak for the Morgan and Smith buildings, I would like to express serious doubts about the importance of preserving the Music Build-

ing. I have looked at this building from every angle for the past three years and can in no way convince myself of its architectural distinction.

The interior of the building, in which I teach and study, seems to contain more square footage in the hallways and stairwells than in the offices and classrooms; its layout is deplorable. A quick tour of the basement level reveals a squalid environment, and the deterioration of the plumbing and heating systems is obvious.

Even if the building were gutted and renovated from within, its location would demand a substantial investment in acoustic insulation. I refer here not to insulation of offices and practice rooms from one another (which, though altogether lacking, one would normally take for granted in a music building), but to insulation from the traffic on 34th Street. The noise from automobiles, ambulances, buses and pedestrians is often so loud that classes come to a temporary halt until the disruption subsides. While I share Dr. Brownlee's general concern for nineteenth-century buildings, I could also wish for a restoration of the motorless nineteenth-century environment in which they were built. In short, this structure does not serve its dwellers well.

I look forward to the report of the special committee assessing the historical and aesthetic value of the Music Building and its two neighbors. Perhaps it will convince me of their architectural significance. While I agree that 34th Street presents "one of the University's few dignified streetscapes," I would suggest attributing the dreariness of other streets, like Walnut and 40th, less to the absence of good nineteenth-century architecture than to the absence of good twentieth-century architecture. This university should be far more concerned about the aesthetic quality of its new structures and spaces. With thought and planning, our campus could become a showcase for the best work of living architects. The brick frown cast down upon the cowering pedestrian by the rear of Van Pelt Library should not be taken as the last word in what is aesthetically possible in our own time.

—Carlo Caballero, Teaching Assistant,
Music History

Dr. Brownlee Responds:

I am glad that Mr. Caballero has joined what I hope will be a widening discussion of good architecture and campus design at Penn. Surely we all stand to gain if we can manage to preserve the best of what we have from the past, build the best that we can today, and make the best possible matches between our needs and the capacities of our old and new buildings.

—David B. Brownlee, Associate
Professor, History of Art.

Reopen 'Perspectives'?

On April 4, the Progressive Student Alliance presented to the Faculty of Arts and Sciences meeting in College Hall a petition signed by 300 students of The College, addressed to Dean Hugo Sonnenschein and reading:

This is in support of the perspectives requirement as it was originally recommended by the Committee on Undergraduate Education. I feel that the perspectives requirement is vital, and its implementation would show that Penn's commitment to diversify is not simply rhetoric. This demand reflects the view that no education is complete until the history and culture of all people is an integral part of our curriculum.

Members of the Progressive Student Alliance also made a brief presentation asking the Faculty to re-examine this issue and place it on their agenda for future action. Paul Ruppert of the Alliance has requested publication of the message for the benefit of faculty not attending the April 4 meeting.

Text of Presentation

"The College of Arts and Sciences regards the enduring purpose of education as the liberation of the mind from ignorance, superstition, and prejudice."—*The Academic Bulletin*

In accordance with this stated goal of the College, the Progressive Student Alliance and a significant segment of the undergraduate population believe that the adoption of the Perspectives Requirement is a crucial step in providing a truly well-rounded education at the University.

The Perspectives Requirement

The incorporation of the requirement into the curriculum does not signify the rejection of the traditional viewpoints that have formed the basis of our education. We are not calling for the exclusion of Plato and Shakespeare from our curriculum. We only request the inclusion of non-Western, nontraditional perspectives so as to broaden the educational platform upon which we stand.

Inherent in this request is the demand that the University of Pennsylvania provide an education for its students that will equip them with a deeper understanding of the diverse cultures that make up the world beyond our campus.

Therefore, we request that the Perspectives Requirement be reevaluated and adopted.

Almanac

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'Honors' Up in Smoke

In an electrical fire at *Almanac*, the only irreplaceable loss was a file of items sent in for the periodic column Honors & Other Things. Readers are urged to re-send news of scholarly and professional prizes, honorary degrees, election to highest office in professional societies and other H.O.T. items to 3601 Locust Walk/6224, or by E-mail to ALMANAC@A1.QUAKER.

Corrections

March 28: Dr. Jonathan Rhoads' penultimate paragraph (on tenure and retirement) should start "While there are other costs..." (a "no" crept in as we typed). . . . **April 4:** Lindback Dr. Yale Goldman (p. 2) is now professor, not associate professor as shown. . . . **April 11:** The new Secretary of Council is Duncan Van Dusen, not Van Deusen; and *Angels Over Penn* comes to the *Annenberg School Auditorium*, not Zellerbach—but tickets for the April 21-23 faculty/staff/student musical. are at Annenberg Center Box Office, Ext. 8-6791.—K.C.G.

GAPSA Resolution on the University Council

According to accounts published recently in the *Almanac*, the faculty will soon vote on proposals which call for them to either withdraw from or request a major restructuring of the University Council before the end of the 1989-90 academic year. The proponents of these proposals cite a number of "problems" with University Council as it currently functions, including uncivil behavior on the part of a few of its members, the inappropriate use of parliamentary procedures, the presence of non-Council members at the meetings, and low attendance by faculty representatives.

GAPSA appreciates the concerns expressed in these proposals and has therefore given the matter careful consideration. An extensive review of the composition, function and recent activities of University Council, however, leads us to conclude that the Council plays a valuable and necessary role as it is currently structured. The stated purpose of the Council is to bring together elected faculty and student representatives of the twelve schools, along with administrators and other staff, in order to discuss issues brought forward by these groups or by the numerous committees which are created by the Council and fall under its jurisdiction. It is our belief that the Council's committees and constituencies have introduced a number of important issues and recommendations in recent years which the Council has considered, discussed and acted upon, and that the Council in general has adequately fulfilled its advisory role to the President. The Council is also the only public forum in which the President, Provost and the Chairs of the Faculty Senate, GAPSA and the UA report to the community and can be questioned by that community. It is furthermore the only University-wide representative body which includes staff participation along with the University's other constituencies.

A number of recent criticisms of the Council focus on the behavior of individual members. We believe that the open debate of issues which many find controversial will unavoidably lead to an occasional heated exchange. We would like to note, however, that the Council's

Russell P. Heuer, Jr., a retired engineer and investment company executive who was an Assistant Dean of Admissions at Penn from 1960-67, died April 5 at the age of 54.

Mr. Heuer, whose late father was on the Engineering faculty, earned his bachelor's and master's degrees in chemical engineering at the University and did graduate work at the Wharton School.

A 1977 winner of the Alumni Award of Merit, Mr. Heuer served as chairman of the Committee of a Thousand, president of the Alumni Interfraternity Council, president of the Friars Graduate Board, vice president of the Graduate Varsity Club, secretary of the Engineering Alumni Society and president of the Alumni Class of 1955.

At the time of his death, he was treasurer of the General Alumni Society and was active in support of the Curtis Organ restoration.

He is survived by his sister, Charlotte DeSerio, and his stepmother, Rubye Heuer.

current parliamentary procedures allow for the President (as its Chair) to moderate these debates as he deems necessary. Rather than censoring the Council for its tendency toward debate, therefore, we urge the University community to look to it instead as a legitimate public forum for the exchange of opposing views on issues of concern to the entire community. We trust that the President, who has stated on many occasions that he considers the Council a valuable advisory body, considers these exchanges as indications of widespread sentiments which should be considered when he makes policy decisions.

Another criticism concerns the assertion that some (predominantly student) organizations mistakenly view the Council as a policy-making body, and therefore press for votes on issues at inappropriate times. Although the Council's votes are not binding on the President, they are a public (and therefore valuable) expression of University-wide sentiment. We urge therefore that the institution of voting be maintained, although we recognize that the purpose of University Council voting and the procedures governing it need to be clarified to the University community.

GSAC Resolution of Appreciation to Dean Hugo Sonnenschein

Earlier this year the Graduate Student Associations Council urged a \$1000 increase in the stipends of the more than 400 Teaching Assistants in the Graduate Division of Arts and Sciences. We note that you have approved an increase of \$700 in the stipends of SAS Teaching Assistants for next year, and by this resolution express our gratitude for this significant step in the right direction. This increase is a gesture that helps to send a message to graduate students that their hard work and valuable service to the University are recognized and appreciated.

DEATHS

Ray Henry, a stack attendant at the Van Pelt Library, died March 27 at the age of 50. Mr. Henry, who was on staff for nearly 11 years, took a special interest in the music collection. He is survived by his parents, three sisters, and two brothers.

Dr. Zoltan Nemeth, 1927 alumnus of Dental Medicine, died February 22 at the age of 101. Dr. Nemeth, father of Dr. Andrew Nemeth of the Medical School, practiced in New Jersey until he was 80. He is survived by his wife, Terry Zinner, his son, and four grandchildren, two of whom are pursuing post-baccalaureate degrees at the University.

Memorial Service: Mr. Heuer

Friends of Russell Heuer are invited to the campus service in his memory Tuesday, April 25, at 4 p.m. at St. Mary's Episcopal Church, Locust Walk at 39th Street. Chaplain Stanley Johnson will officiate.

The "public" nature of the Council has also been a source of debate during the past year, perhaps because two issues of particular concern to students were discussed which led to a great increase in the number of visitors. We feel that all members of the University community should be welcome to attend meetings of the Council in order to monitor the performance of their elected representatives and, if time allows, be invited by the President to express relevant opinions on matters under discussion. Limited seats for visitors should be filled on a first-come, first-served basis, after Council's members and invited guests have been seated.

In addition, some faculty members have expressed concern at the low attendance of their fellow representatives. We also wish that more faculty (as well as student) representatives would attend the Council meetings. The obvious solution to this problem, however, is not to abolish the Council, but to make increased efforts to insure that the various constituencies are actually electing members to the Council who are interested in attending the meetings.

In conclusion, we feel that the perceived problems with University Council are due less to its structure than to a lack of adherence to parliamentary procedures and a need for more commitment on the part of its members. We fear that any hasty "restructuring" of the Council will result in a reduction in the breadth of representation and a diminution of the impact of the Council's committees. Either of these moves would greatly reduce the faith which students, faculty and staff currently have in the decision-making process, and make it more difficult to encourage active participation in the future. In general, the consultative process would be severely damaged. We therefore ask the faculty to consider the broad and very positive role that the University Council continues to play in campus life before they vote on proposals which will, in essence, abolish it.

(Passed unanimously by the Graduate and Professional Students Assembly at its meeting on April 5, 1989.)

Update

APRIL AT PENN

CONFERENCES

21 American Research Center in Egypt Annual Meeting; includes panels on Egyptology and the Islamic period in Egypt; University Museum. Pre-registration: \$40 members, \$30 students; call 212-998-8890. Registration at the door: \$45. Also April 22-23 (Middle East Center).

NBER Conference-Seminar on the Theory of General Economic Equilibrium; research paper presentations and reception. Free admission. Schedule and information: Ext. 8-2934. Through April 23 (Department of Economics and SAS).

FITNESS/LEARNING

27 The Effective Entrepreneur: How to Improve Your Management Skills; Louis J. Calazio, III, Resource Specialists; 5-week course

for small business owners and managers; 6:30-9 p.m. Fee: \$95 Greater Phila. Chamber of Commerce members, \$125 non-members. Registration and information: 875-6765. Every Thursday through May 25 (Wharton Small Business Development Center and Delaware Valley Venture Group).

FILMS

The following films are part of the Neighborhood Film/Video Project and are shown at International House. Tickets: \$5, \$4 students, House members, and senior citizens. Information: 895-6542.

21 Latin American Visions Opening Celebration: *Los inundados*; 8 p.m.

22 Tire Die and Los inundados; 7 p.m.

23 Los olvidados; 4 p.m.

Cronica de un niño solo; 7 p.m. Also April 24 at 7 p.m.

Pixote; 9 p.m.

25 La casa del angel; 7 p.m.

26 La mano en la trampa and La casa del angel; 7 p.m.

Department of Public Safety

This report contains tallies of Part I crimes, a listing of Part I crimes against persons, and summaries of Part I crime in the four busiest sectors on campus where two or more incidents were reported between April 10 and April 16, 1989.

Total Crime: Crimes Against Persons-0, Burglaries-1, Thefts-19, Thefts of Auto-1, Attempted Thefts of Auto-0

Date	Time Reported	Location	Incident
33rd St. to 34th St., Spruce St. to Walnut St.			
04-10-89	11:09 AM	Chemistry Bldg.	Radio and calculator taken from unsecured room.
04-11-89	12:27 PM	Smith Hall	Acetylene tanks taken.
04-11-89	9:11 PM	Smith Hall	Unattended wallet and jacket taken.
04-12-89	10:13 AM	Smith Hall	Wallet taken from unattended backpack.
34th St. to 36th St., Locust Walk to Walnut St.			
04-11-89	10:36 AM	Van Pelt Library	Unattended backpack/contents taken.
04-13-89	10:29 AM	Van Pelt Library	Cash taken from office.
04-13-89	4:52 PM	Van Pelt Library	Wallet and contents taken from library.
34th St. to 38th St., Civic Center to Hamilton Walk			
04-12-89	11:07 AM	Medical Educ. Bldg.	Green bag with two dictionaries taken.
04-13-89	2:31 PM	Guardian Drive	Construction site/2 students caught taking fence.
38th St. to 42nd St., Walnut St. to Market St.			
04-14-89	3:09 AM	Tau Epsilon Phi	Party/unattended leather jacket w/Penn ID taken.
04-14-89	3:41 PM	Tau Epsilon Phi	Leather jacket and keys taken.

Safety Tip: Obscene phone calls: A telephone call is just as personal as a face-to-face conversation. Never feel obligated to speak to anyone. Hang up as soon as you realize the nature of the call.

18th Police District

Schuylkill River to 49th St., Market St. to Schuylkill/Woodland Ave.

Reported crimes against persons from 12:01 a.m. 04-02-89 to 11:59 p.m. 04-09-89.

Total: Crimes Against Persons-13, Aggravated Assault/knife-3, Robbery/gun-1, Robbery/stick-2, Robbery/strongarm-7, Arrests-3

Date	Location/Time Reported	Offense/weapon	Arrest
04-03-89	4600 Chestnut St., 3:12 PM	Robbery/strongarm	Yes
04-04-89	4633 Kingsessing Ave., 11:15 PM	Robbery/gun	No
04-04-89	4000 Market St., 11:58 PM	Robbery/strongarm	No
04-05-89	4800 Walnut St., 2:25 PM	Robbery/strongarm	No
04-05-89	3900 Walnut St., 5:25 PM	Robbery/strongarm	Yes
04-05-89	4501 Chester Ave., 10:16 AM	Robbery/strongarm	No
04-05-89	1243 S. 46th St., 9:09 PM	Aggravated Assault/knife	Yes
04-06-89	200 S. 37th St., 2:46 PM	Robbery/strongarm	No
04-06-89	4800 Spruce St., 11:55 PM	Robbery/stick	No
04-07-89	4800 Walnut St., 8:45 AM	Robbery/stick	No
04-08-89	3923 Walnut St.	Aggravated Assault/knife	No
04-08-89	3923 Walnut St.	Aggravated Assault/knife	No
04-08-89	4422 Osage Ave.	Robbery/strongarm	No

MEETING

24 ALL-IN-1 User Group; noon, CRC. Information: Bill Magill, Ext. 8-1145 or Donna Milici, Ext. 8-9085.

ON STAGE

21 Rocky and Diego; Philadelphia Drama Guild performance of an award-winning Roger Cornish work; Zellerbach Theatre, Annenberg Center. Tickets and times: Ext. 8-6791 or 563-7529 (TDD/V). Through May 14.

TALKS

19 Fluid Models and Other Asymptotic Limits with Data and Teletraffic Communications; Debasis Mitra, AT&T Bell Labs, 11 a.m.-noon, Room 236, Houston Hall. Information: T. Reed, Ext. 8-9494 (Center for Communications and Information Science and Policy).

20 Musical Semiotics and the Prague School; Ivan Polednak, Czechoslovakian Academy of Science, Prague; 11 a.m., Room 208, Music Building (Department of Music).

Role of the Bilayer Interface in the Folding and Insertion of Membrane Proteins; Stephen H. White, department of physiology and biophysics, University of California at Irvine; 4 p.m., Physiology Library, Richards Building (Department of Physiology).

Hans Rademacher Lecture: Singularity Theory and Its Applications; Vladimir I. Arnold, Steklov Institute, Moscow; 3 p.m., Room A-8, DRL. Also April 21 (Department of Mathematics).

After Kerbala: History, Memory, and Metamorphoses; Axim Nanji, Haverford College; 5 p.m., West Lounge, Williams Hall (Iranian Studies Seminar, Middle East Center and South Asia Regional Studies Center).

On Cultural Survival: Aspects of the (Post) Colonial Text; Homi K. Bhabha, University of Sussex; 5:30 p.m., Smith-Penniman Room, Houston Hall (Center for Cultural Studies).

25 Phosphorescence: A New Method for Looking at Oxygen Delivery; William Rumsey, department of physiology; 1 p.m., Physiology Library, Richards Building (Respiratory Physiology Group and Dept. of Anesthesiology).

26 Water, Law and Politics in the Middle East: The Hidden Dimensions of Peace; Thomas Naff, department of Oriental studies, 12:45-1:30 p.m., Alumni Hall, Faculty Club (Faculty Club).

28 What Is Islamic Architecture; Renata Holod, department of history of art; 3-5 p.m., Room G-9, Meyerson Hall (Department of History of Art).

Deadline: The deadline for the update, normally running Thursday through Wednesday, is Monday a week before publication. Send copy to *Almanac*, 3601 Locust Walk/6224.

Need A Ride?

If you live near this route—Phoenixville to Strafford (via Route 23 and Old Eagle School Road) to Wayne/St. Davids (via Route 30 and Conestoga Road) to Rosemont and Bryn Mawr, north to Montgomery Ave. and east through the Main Line to Bala Cynwyd—please call vanpool No. 4 driver Stuart Watson, Ext. 8-7293.