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WAITING FOR KOHOUTEK

The Children of God call it a Christmas Monster, the guru Maharaj-Ji thinks it signals a thousand years of peace, and Tim Leary warns us all to resonate with it or "die, earthbound and bored." To campus astronomers, Kohoutek is more like a once-in-a-lifetime lab demonstration that a few have already seen in the wee hours from the rooftop observatory of DRL.

Right now Kohoutek is only a dim light on the horizon and what it may do is uncertain. In January, after it reaches perihelion (the point when it is closest to the sun), its now-straight tail may curve as it sweeps around the sun; 30 or 40 feet could evaporate off the nucleus of the comet, now 25 miles in diameter. Kohoutek may be as fantastic as the sci-fi-like conception at left, but, unlike the doomsayers, scientists are not predicting even its physical appearance. NASA estimates that Kohoutek will be best seen in the early evenings in mid-January. Anthony Hall of the Astronomy Department will open the DRL observatory (up the stairs near Room 4C23) on January 10 and 14, if the sky is clear. Kohoutek-watchers welcome 5:30-7 p.m. those days.

FROM HARRISBURG: $14,368,000

An appropriation of $14,368,000 to the University for fiscal 1973-74 was approved by the General Assembly of the Commonwealth of Pennsylvania on December 11.

This represents an increase of $642,000, or 4.68 per cent, over the comparable figure for 1972-73. An additional $100,000 for the University Museum, the same amount received last year, was approved by the Senate in a separate bill, and will be before the House when it reconvenes in January.

The $14,368,000 is broken down as follows:

For the School of Medicine, $2,745,000, on the basis of $4,400 for each M.D. candidate. This is the same per capita figure on which the appropriation was based last year, and the increase of $61,000 (2.3%) reflects only a rise in the School's enrollment.

For the School of Veterinary Medicine, $1,857,000, an increase of 5.25 per cent.

For the remaining schools of the University, $9,766,000, also a 5.25 per cent increase.

The House originally had recommended a six per cent increase for all schools except Medicine, while the Senate proposed a five per cent increase. Approval of the appropriation was delayed while a Conference Committee worked to produce an acceptable compromise.

The University Budget Committee's tentative outline now calls for increased income projections if Penn is to create a $1.3 million Academic Development Fund and raise salary budgets by 7.5%. An outline goes to the President this week.

GSE ACTING DEAN: DR. CASTETTER

Dr. William B. Castetter, Professor of Education and Director of the Center for Field Studies at the Graduate School of Education, has been named Acting Dean of the School effective January 15. He succeeds Dr. Neal Gross, who will continue as Professor of Education and of Sociology but will be on scholarly leave beginning in January.

Dr. Castetter has been on the faculty since 1948 and has served as Acting Dean once before, 1967-68. President Martin Meyerson and Provost Eliot Stellar will appoint a consultative committee early in January to advise on selection of a new Dean.

DIRECTOR OF PUBLICATIONS

Curtis L. Barnes Jr. has been appointed Director of Publications at the University, Vice President Harold E. Manley announced. Mr. Barnes has been director of publications at Syracuse University for the past five years. He will be responsible for developing and coordinating a new creative services organization which will be available to serve the communications needs of the community.

The publications office will open at 110 Logan Hall about the first of February. It will offer editorial, creative and design services and will be printing procurement office for the University. It will incorporate all the functions now available through the Graphic Arts Center whose director, Harriet Yeager, will become associate director of the new office and assume additional duties in graphics and design areas.

(Continued on Page 8)
A Cashmirian Tale
Translated from the Cashmirian and Edited by C. C., Ph.D.

Many eons ago, when the world was younger but no less wise, a meeting was held at the Center of Intellect [The equivalent of our modern university (Tr.)] of Cashmir by some puzzled and some irate Inquirers [The equivalent of our modern professors (Tr.)]. Since they had spent their time and their energy in the pursuit and dissemination of knowledge, they had only the most tenuous grasp on the more important things of life. For example, they had heard of Responsibility Centers, but they had dimly supposed them to be like unto recreation centers; that is, places where one went to get some. Those few Inquirers who had given the matter some thought quickly concluded that they already had enough responsibility, and so dismissed the subject from their minds. The day came, however, when it was made plain to them that these Responsibility Centers were areas within the Center of Intellect [See above (Tr.)] which were charged by sovereign decree of the Mouphti [The equivalent of our modern administrators (Tr.)] with generating the riches necessary for the continuation of their own functions. It was this stunning revelation which had brought the Inquirers [Remember (Tr.)?] together. It was generally agreed that the idea of Inquirers as wealth-generators could arise only in the mind of a keeper of a bazaar [The equivalent of our modern discount supermarket (Tr.)], but for much time this was the only agreement to which they came. Suggestions for wealth-generation, like guaranteed-success seminars, riotous debauchies in nearby Konshohcken [A famous Cashmirian pleasure resort (Tr.)], sinuous nautch-dancers on lecture platforms, and the giving of Green Sticky-Squares [Some sort of gift (Tr.)] to enrollees, were greeted with unpleasant lip-sounds [One supposes that these were not unlike our contemporary "Bronx cheer" (Tr.)]. Then, an Inquirer in Impossible Languages [A term used in ancient Cashmir to refer to all foreign tongues and to the native tongue when employed by others (Tr.)] gave voice to what seemed to him to be a good idea. "Why not?" he asked, "make of the Mouphti a Responsibility Center?" "Nonsense!" retorted an Inquirer in Low-Temperature Magic [The equivalent of a contemporary "Bronx cheer" (Tr.)]. "What do the Mouphti have to do with generating riches for their own functioning?" "What do we have to do with that sort of thing?" asked the first Inquirer. Logic forced his interlocutor first into silence and then into acquiescence. The Mouphti were petitioned in due course to constitute themselves a Responsibility Center. With the objective even-handedness that characterized them, they saw the logic of the request, and complied. The Grand Mouphti [The equivalent of our modern university president (Tr.)] began to charge a fee for his ceremonial orations. The Sub-Mouphti who dealt with Captive Learners [I.e., undergraduates, one supposes (Tr.)] began to charge them individually for these services. And so it went. But at the end of the year, in spite of their best efforts, it was clear that they were hopelessly short of generating the equivalent of the riches that they had consumed. With the objective even-handedness that characterized them, they voted themselves out of existence. Their absence, to which the Inquirers and Captive Learners were completely oblivious for some time, was discovered by the Great Visitors [The equivalent of our contemporary trustees (Tr.)] during their next great visit, after much irritating searching of the halls of the Center, and this prompted a long discussion on their part, during which they concluded that, having begun to think in terms of riches, they would be remiss only if they failed to pursue this goal with all diligence. Consequently, they transformed the Center of Intellect into a Center for the Cultivation of the Unconscious and Transcendental Woolgathering [The meaning of this phrase is unknown (Tr.)]. Presided over by a rotund adolescent, the new Center generated great riches, and grass was made to grow between its paved walks. Once again, to use the words of the divine Vichtou, a Great Good had come from a Small Evil.

SENNATE

To:	Members of the Faculty Senate

From:	Stephen A. Ross, Secretary

Subject: Slate of Senate Advisory Committee Nominees for the Senate Nominating Committee for 1974-75

1. In accordance with the requirements of the adopted amendment to the Senate Bylaws, Sec. 8(c) and Sec. 11(b), official notice is herewith given to the entire Senate Membership of the Senate Advisory Committee’s seven-member slate of nominees for the Nominating Committee for 1974-75 “at least 42 days prior to (its) final constitution.” The seven nominees, all of whom have indicated their willingness to serve, are:

- Herbert Callen (Physics)
- Richard C. Clelland (Statistics and Operations Research)
- Lucienne Frappier-Mazur (Romance Languages)
- Norman R. Klinman (Pathology)
- Julian B. Marsh (Biochemistry/Dental)
- John A. Quinn (Chemical Engineering)
- Charles E. Rosenberg (History)

2. Again pursuant to the Bylaws, Sec. 8(c) you are hereby invited to submit “additional nominations, which shall be accomplished via petitions containing at least twenty-five valid names and the signed approval of the candidate. All such petitions must be received no later than fourteen days subsequent to the circulation of the nominees of the Advisory Committee. Nominations will automatically be closed fourteen days after the circulation of the slate of the Advisory Committee. If no additional nominations are received, the slate nominated by the Advisory Committee would be declared elected. Should additional nominations be received, those nominated by petition have the right to learn the names of all other candidates and withdraw within five days after closing of petition. A mail ballot would then be distributed indicating which nominees were nominated by petition and which by the Advisory Committee. The ballot shall be circulated no later than fourteen days subsequent to the close of nominations. Voting shall be noncumulative, . . . . Because of the closing of school between Christmas and the New Year the closing date for receipt of nominations by petition will be extended to January 7.
I have had a most gratifying year. I believe the School has made excellent progress in all dimensions: academically, in student enrollment and faculty growth; in research, in an obvious increase in the level and quality of activity; and financially, we did exceedingly well, perhaps too well. . . producing great (and perhaps excessive) expectations on the part of the central budgetary administration of the University. I thank you all for making last year one of true accomplishment.

I would now like to go over the priority list I presented a year ago when I began here in order to summarize the accomplishments and to indicate areas that we will be concerned with this year.

Under "priority level one," last September I listed a number of matters that I hoped could be completed by June of 1973, the end of the academic year. We had some successes and some deferrals. Let me review them.

Item number one was a revised MBA program. I put it in priority level one; it is clear now that that was an unrealistic aspiration on my part, because it takes longer than one academic year to review and propose major revisions for a program of the scope of the Wharton MBA program. However, work has been proceeding actively; I hope to have a proposal before this faculty for a major revision of the MBA program during the spring semester.

The second item listed last year was Wharton undergraduate recruitment and admissions standards. We were able to reach agreement about standards with the Admissions function of the University, and they have done a good job for us. The specifications we gave them were no decrease in measured academic quality (PI being the particular variable of interest to us) and an entering class of not over 400 students; they delivered 395 students with no decrease in the PI compared to the class of the year before. This year I believe we will accomplish an increase in quality. We are sending teams of staff, faculty, and students to more than thirty schools on the Eastern seaboard in an attempt to give these schools a more complete and true image of our undergraduate program. We will review the results of this program and decide how to modify it for the future.

Item three under priority level one was to launch our program in continuing education, whether special or general; to that end we have appointed Dr. Jules Schwartz as Assistant Dean for Continuing Education. It is his responsibility to assist all of you with such programs.

The fourth item on our first-level priority list last year was to establish a Board of Advisors for the Wharton School. This has been done; it is in fact called the "Board of Overseers of the Wharton School." We have appointed a board of eleven distinguished individuals: the Board is chaired by Donald Regan, Chairman of Merrill Lynch; some of the members already appointed are:

- Marshall Armstrong, Chairman of Financial Accounting Standards Board
- Andrew Brimmer, Board of Governors of the Federal Reserve System
- August A. Busch III, Executive Vice President, Anheuser Busch, Inc.
- Leonard Davis, Founder of Colonial Penn Group
- Reginald H. Jones, Chairman & Chief Executive Officer, General Electric Company
- John A. Mayer, Chairman & Chief Executive Officer, Mellon National Bank
- Robert Nathan, President, Robert Nathan Associates
- Louis Ream, Jr., Executive Vice President, Atlantic Richfield Company
- William Zellerbach, Zellerbach Paper Company

The responsibilities of the Board are advisory; they will communicate directly with the Trustees of the University, the President, and me. Basically, they will help us on long-range strategic planning for the School. We also formed a Wharton Graduate Alumni Advisory Board for input from alumni of the Graduate Division. Members of this Board are all graduates of Wharton Graduate. They have undertaken specific advisory responsibilities in the areas of continuing education programs, whether special or general; to that end we have appointed Dr. Jules Schwartz as Assistant Dean for Continuing Education. It is his responsibility to assist all of you with such programs.

The fourth item on our first-level priority list last year was to establish a Board of Advisors for the Wharton School.

Thus, with regard to first-level priorities, we have accomplished much on three of the four. The fourth was the MBA program revision which will continue this year as a priority level one item.

Under priority level two, we listed first a rationalization of the Ph.D. program. We have done much examining of the programs in business and applied economics and in operations research. We have not yet reached a conclusion. I will soon submit a proposal to the Ph.D. committees for Operations Research and for Business and Applied Economics for a new organizational structure that I hope will permit the merger of the two groups. We have moved the offices for Wharton Ph.D. programs to Vance Hall and combined the administrations of the two programs. In my opinion, it
is likely that in the relatively near future the Wharton School will have full responsibility for both of those Ph.D. programs as a result of the University's establishment of the Faculty of Arts and Sciences.

The second item under priority level two was to plan for a development program for the Wharton School. We have begun that plan. Incidentally, I have had some discussion with the development function of the University about forming an “Associates” program for Wharton. They have reservations about such a School-wide program and suggest we consider establishing a number of “associate” programs at the departmental or center level. In fact, some centers and some departments in Wharton already have such associates. The matter is still under consideration.

We also said we would establish a rationale and initiate a program in public relations, especially one for publicity for the School itself. I believe we have had accomplishments here. The recent article in Business Week is an example of our efforts. (That article, while not entirely accurate and certainly not sensitive to faculty prerogatives, apparently was most effective.) We will continue to be aggressive in seeking publicity for this School. We think our image is an essential part of our program for growth.

I also talked last September about improving alumni relations; we have done several things about this. The Wharton Graduate Alumni Advisory Board is playing a vital part in this by being an active communication link with graduate alumni. We pay increasing attention to alumni clubs, especially by appearances at meetings of those clubs by me and my staff. We will continue this program; we will ask, and soon, faculty to participate primarily in the form sometimes known as “dog and pony shows,” meeting alumni groups and telling them about what we are working on here that is interesting. (We have already contracted with the New York Club to put on such a show.) I believe this to be an essential activity both for alumni and for faculty.

The third item that was listed under number two priority was “organizational and structural problems.” Last year at this time, you will recall, we were discussing the Emery report. Because of that effort, a number of changes were made. The creation of the social science division of the Wharton School and the appointment of Dr. Almarin Phillips as Associate Dean of the division is one. The architecture for increasing the power and responsibility of program directors is being formulated. I anticipate making some organizational changes concerning the boundaries between some departments and units. The question of the social science departments now in Wharton, that is, whether they will go to the Faculty of Arts and Sciences, has proceeded very slowly indeed. I am pressing the administration of the University for a final settlement of this question no later than January of 1974 because we find ourselves in a limbo that is rather awkward.

I spoke also last year of reorganizing the office of the Dean; that is essentially accomplished. While overhead is higher, I would hope the activities now possible justify the increase in number of players.

Also under priority level two I listed a “revised undergraduate program”; it is now, as you well know, approved and operating. The five-year program question has been resolved at least for the immediate future with a limited submatriculation option. I believe five-year programs will be of continuing interest to the faculty, students, and the curriculum committees. Much remains to be done. Approval of the new undergraduate curriculum was an exceedingly important step, but we must now concentrate on the implementation of the program and increasing the content of courses. We must insure that 36 “new” units are educationally equivalent to the 40 units of the old program. I have asked Professor Clelland, Chairman of the Undergraduate Curriculum Committee, to place such issues high on the agenda of his committee.

The fifth item under priority level two was the renewal of Dietrich Hall. I am sorry to report we have not proceeded very far in this except in having the University recognize that Dietrich Hall is a priority rehabilitation case. We spent a modest amount to improve the Dean’s suite of offices. From time to time we intend to renovate other sections of the building. Renewal of Dietrich is now moved to a priority level one item, and we will continue to work on the problem with vigor.

The sixth item was to rationalize faculty manning with emphasis on equal opportunity. Basically, that has been done. The University has established its affirmative action standards, and all departments and units are subject to the procedures that have been approved by the University. As for manning, the issue very much relates to the general philosophy that goes with the concept of responsibility centers. Departments and units basically will determine their own destinies and their ability to man will depend on the demand for their services.

Under priority level three, topics that we intended to consider but not necessarily tackle during the year were two. The first was a consideration of needs for “bricks and mortar” other than Dietrich Hall; we now have adequate reason to raise this item to priority level one. Incredibly, with a brand new, large and expensive building like Vance, we find ourselves out of space. To the extent that we succeed in our plans for extensive programs in lifetime and continuing education, especially on-campus executive programs, we must have much better physical facilities than now exist. In my discussions with the Development Committee of the Trustees, that possibility is receiving much attention. We also have before us, and most of you have received, recommendations of the Task Force on Public Affairs that suggests that new schools might be formed within the structure of the Wharton School; if such an organization develops, there will be new requirements for housing, education and research.

The second priority level three item was an investigation of the international dimension of the Wharton School. This item has rapidly promoted itself to priority one. Vigorous consideration of this issue has taken place during this last year, and I expect to bring proposals to you soon. I look for resolution this year of our overall strategy and, in particular, resolution of what we are going to do in Europe. We are negotiating for student and faculty exchange programs; we are looking to the possibility of forming a part of a new university in France, near Paris. Again, I hope our “international” posture will be well defined by the end of the year.

Now, as to matters that have appeared on the list since last year, let me briefly note a few.

First, I intend to present to a special ad hoc committee a proposal for a Friday-Saturday MBA program. This now appears to be a superior approach to the evident demand for an elite in-service, degree-granting professional program.

Second, there are several issues concerning Wharton publications that we are investigating. The future scope and nature of the Wharton Quarterly is a problem that we have been working on for some time and which we hope to resolve soon. The possibility of an Alumni Newsletter and of various other publications are part of this evaluation. We will continue to pursue publicity aggressively in the national media; we are looking...
to the University to provide us with a highly professional staff in this effort.

Third, we look for considerable progress in research. The appointment of Professor Ronald Frank as Vice Dean for Research is indicative of my intentions. We are in the process of developing a consistent set of research policies, establishing a reasonable incentive system, and providing an environment conducive to research. We want it to be easy for faculty, junior and senior, to perform research at the Wharton School.

Fourth, we must seek rationalization of faculty productivity, faculty compensation, teaching loads, and related matters that are undoubtedly near and dear to each of you. We will have (and have now) a very complicated mixture of activities. This is the problem of the future. As we do more in lifetime education and in research and in teaching in many different kinds and levels of programs, difficulties of administration increase. I regret to report that, at present, there exists no clear-cut set of policies for faculty compensation, allocation of time, and the like. We have come too far to continue to make base compensation decisions, extra compensation decisions, and time allocations on an ad hoc basis. We must come up with a set of cohesive policies. Obviously, you will contribute to these determinations.

All in all, the future of this School is exceedingly bright. There are no barriers other than our own frailty in our pursuit of preeminence, and I look forward to the support of all of you in that pursuit.

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**NOMINATIONS TO UNIVERSITY COMMITTEES**

December 18, 1973

*To: Members of the University Community*

An important charge of the Committee on Committees is the recommendation to the Steering Committee of individuals to be members of the committees of the Council and several other University operating committees as listed below. On behalf of the Committee on Committees, I am requesting nominations of persons able and willing to serve effectively in 1974-75.

When you suggest a person, please indicate also the committee you think that person would be willing to join . . . and feel free to suggest one or more committees on which you, yourself, would like to serve. Nominations should be submitted by January 21, 1974, to the Office of the Secretary, 112 CH, using the following form:

**Name of Committee:**

**Nominee:**

**Nominee’s school, department or office:**

Please give us your advice as soon as possible, so that we can establish the make-up of the Council committees early enough in the academic year to allow for smooth transition in their work.

—S. Reid Warren Jr., Chairman

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**I. Open to the faculty and administration**

**Educational Policy**—has cognizance of all matters of general educational policy which cut across the interests of two or more schools or educational matters of University-wide interest. It maintains close liaison with the Academic Planning Committee.

**Student Affairs**—has cognizance of the conditions and rules of student life on campus, including allocation of University income to student activities and residential arrangements.

**University Facilities Committee**—has cognizance of the planning and operation of buildings and grounds and associated services, including transportation, parking and security.

**Undergraduate Admissions and Financial Aid**—recommends policies on admission of and awarding of financial aid to students in the undergraduate schools and reviews implementation of these policies.

**Conflict of Interest**—(Joint subcommittee of Research and Faculty Affairs)—makes recommendations relating to extramural consultative and other professional activities by faculty members and administrators.

**II. Open to the faculty only**

**Community Relations**—has cognizance of problems of the University’s role in the surrounding community and advises on the appropriateness and degree of University involvement in general community affairs.

**Personnel Benefits**—has cognizance of all of the personnel benefits available to members of the academic and administrative staffs.

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**Community Relations**—has cognizance of matters of policy relating to University budgets (both current operations and capital); it shall advise the President and participate in formulation of the annual budget.

**Research**—has cognizance of policies relating to research and expenditure of research funds, and the issuance of periodic reports on the research activities of the faculties.

**Faculty Grants and Awards**—(subcommittee of Research)—reviews applications for NSF and University funds to support faculty research.

**Implementation of University Policy in Conduct of Research Programs**—(joint Senate-Council Committee) considers questions of interpretation of University policy concerning the conduct of research programs.

**Faculty Affairs**—has cognizance of general welfare and interests of faculty, of faculty relationships with the Administration and Trustees, Almanac, Handbook for Faculty and Administration, and faculty-student relations.

**Honorary Degrees**—(subcommittee of Faculty Affairs) solicits recommendations from the faculties and students and submits a slate of nominations for action by the Trustees.

**Recreation and Intercollegiate Athletics**—has cognizance of the integration of recreation and intercollegiate athletics with the educational program: it provides liaison among the several University groups in the interest of promoting the fullest and most effective support for an outstanding program.

**Library**—is advisory to the Director of Libraries.

**International Services**—is advisory to the Office of International Services.

**Disability Board**—evaluates applications for disability status by University personnel.

**Student Fulbright Awards**—evaluates undergraduate and graduate students applying for scholarships for study abroad.

**University Bookstore**—considers the function of a bookstore in the University community and advises the Director of the Bookstore on policies and procedures.

**Laboratory Animal Care**—advises on the maintenance of facilities in accordance with governmental standards.

*Open also to A-3 support staff.

**One or more responsible administrative officers serve as liaison for most of these.**
HOLIDAY HOURS: LIBRARIES  
Van Pelt and Dietrich Libraries  
Hours on December 21: 8:45 a.m. to 5 p.m.  
Closed December 22 through 25; December 29 through January 1; and January 5-6 and January 12-13.  
Open 9 a.m. to 5 p.m. on the following days:  
Wednesday-Friday December 26-28; January 2-4  
Monday-Friday January 7-11  
Monday-Tuesday January 14-15.  
Regular hours resume January 16, the first day of classes.  
Postenquet Reserve Room:  
Closes at 5 p.m. December 21. Reopens January 15.  
HOLIDAY HOURS: RECREATION  
Hutchinson Gym, Ringo Squash Courts:  
Closed December 22 through 25; December 30 through January 2.  
Open noon to 6 p.m. December 27-28 and January 3, 4, 6.  
Open noon to 5 p.m. December 29 and January 5.  
Gimbel Gym: Closed for renovation until January 2.  
Weightman Hall: Closed December 22 through January 13.  
Regular hours at all gyms resume January 14.  
HOLIDAY HOURS: PERSONNEL OFFICE  
There will be no employment interviews from December 21 through January 2. All other personnel services offices will be open during the holiday period.  
PURCHASE POWER  
To: All Faculty and Staff  
We have just joined a consumer organization. Our membership in the Consumer Groups of Delaware Valley enables us to make use of our combined purchasing power to obtain top service and prices lower than we could obtain on our own. On purchases of just about any brand of the following over $150 items: new cars, major appliances, furniture, carpets, pianos, diamonds, furs, custom kitchens and selected trips.  
There are many different ways to buy at discounts, most of which have drawbacks. Therefore, we were pleased, and rather amazed, to find this consumer organization that represents the consumer in the marketplace. We have looked into it carefully and hear only good things about it, so we feel it proper to make its benefits available to Penn faculty and staff at all levels. One of our new people, recently arrived from New York, evidently learned that buying everything he could through it and asked why we don’t have it available here.  
Here are some of the benefits that this organization has achieved and that commented it to us:  
a consumer protection department that wields the power of three million consumers to insure that we get good service;  
a guarantee that the prices are lower than we can find on our own—even on sales or discount arrangements;  
price-instruction books for us to see at participating dealers, establishing the negotiated prices clearly.  
The dealers are in Philadelphia, the Main Line, and in the areas around Wilmington, Camden, and Trenton.  
All faculty and staff are now eligible to use the program. The only charge to you will be a $1 service fee if you make a purchase. We have been designated Consumer Group No. 815.  
To use it, simply call Purchase Power, the service the organization uses, between 9 a.m. and 9 p.m. (Sat. 9-11) without charge at (800) 631-0970. From New Jersey, call (201) 798-9466 collect.  
For appliances, call (215) 424-2077. For trips see list, right.  
Purchase Power will answer your questions and refer you to the nearest participating dealer by mail for the item you want. Don’t call us—there are too many of you—but drop us a note to tell us how you like the service.  
—Robert M. Ferrell for the Administrative Assembly  

WINTER CHARTER TRAVEL PROGRAM  

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<th>Days</th>
<th>Departure dates from N.Y.C.</th>
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<td>4 Days - Jan 25, Feb. 1, 8, 22, 5 Days - $179, Jan 28, Feb. 4, 18, Mar. 4, 18, 25 (Add $10 for Feb. date) All N.Y. Departures</td>
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For complete information write or call (212) 867-1330. Travel arrangements by American Group Travel, Inc., 551 5th Avenue, Suite 1419, New York, N.Y. 10017 For Pennsylvania and Delaware Call Toll Free: (800) 631-0970 only between hours of 6 and 9 p.m.  

PROMOTION OPPORTUNITIES  
Announcements of A-1 and A-3 position vacancies are posted each Friday on Personnel Bulletin Boards around campus:  
College Hall, first floor next to room 116  
Franklin Building, next to room 130  
Towne School, first floor center  
Veterinary School, first floor next to directory  
Leidy Labs, first floor next to room 102  
Anatomy-Chemistry Building, near room 358  
Rittenhouse Labs, east staircase, second floor  
LRSM, first floor opposite elevator  
Johnston Pavilion, first floor next to directory  
Logan Hall, first floor next to room 117  
Social Work, first floor  
Richards Building, first floor near mailroom  
Law School, room 28, basement  
It is University policy to offer all personnel opportunities for advancement. Remember to check the Personnel Bulletin Boards in your location regularly. For additional information about promotion opportunities, call the Personnel Office, Ext. 7285.  
—Jacqueline Pollard, Assistant Director for Employment and Affirmative Action
OPENINGS

Dates in parentheses refer to publication of full job description in ALMANAC. These interested should contact Personnel Services. Ext. 7225, for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially.

ADMINISTRATIVE/PROFESSIONAL (A-1)

ACCOUNTANT III (11/13/73).
CONTRACTS ADMINISTRATOR II (12/11/73).
ELECTRICAL ENGINEER II (9/18/73).
JOB COUNSELOR (12/4/73).
LIBRARY DEPARTMENT HEAD III (12/4/73).
NURSE, HEAD to manage obstetrics and gynecology clinics. This includes supervision and responsibility for provision of nursing care. Qualifications: Ability to supervise and relate well with people. R.N.; at least four years' nursing experience. Prefer supervision in ob/gyn. $10,250-$12,750.
PROJECT MANAGER (11/6/73).

SUPPORT STAFF (A-3)

DENTAL ASSISTANT I (12/4/73).
DRAFTSMAN to be responsible for drawing and revising architectural, electrical and mechanical plans. Qualifications: Graduation from high school; completion of an acceptable training program in drafting. Five years' direct experience in drafting, preferably encompassing electrical and mechanical, as well as architectural drafting. Supervisory experience preferred. $8,500-$10,000-$11,500.
ELECTRON TECHNICIAN/ENGINEER (11/6/73).
MECHANICIAN, research area on campus (12/11/73).
MECHANICIAN, College department (11/13/73).
NURSE ASSISTANT (2), to assist in obstetrics and gynecology clinics. Maintain examination rooms and clinic area, assist physician during examinations, clean and autoclave instruments. Qualifications: Completion of an assistants' course at a hospital. $4,625-$5,325-$6,025.
NURSE, LICENSED PRACTICAL to assist in nursing section of ob/gyn clinics. Take vital signs, urine and hematocrits, assist physician and maintain area. Qualifications: Must be currently licensed through examination, with at least two years' working experience. $5,900-$6,850-$7,800.
PROJECT BUDGET ASSISTANT, College (12/11/73).
RESEARCH LABORATORY TECHNICIAN II (12/4/73).
RESEARCH LABORATORY TECHNICIAN II, New Bolton Center bovine leukemia research project. Forty percent of time spent in collecting blood specimens, field trips to 21 cooperative farms between Connecticut and western Maryland. Take blood samples from cattle, often at odd hours. Rest of time spent at hematology lab, New Bolton Center. Qualifications: A man is required because many trips are to penal institutions where women are not allowed. Training in clinical hematology (medical hematology) required. Must be able to travel and have means of transportation. $6,675-$7,775-$8,875.
RESEARCH LABORATORY TECHNICIAN III to assist in experiments on effects of prostaglandins on smooth muscles. Strong biochemical background including experience in thin-layer chromatography column, chromatography and tissue analysis techniques. Qualifications: B.S. in biology or chemistry; previous experience in techniques listed. $7,525-$8,825-$10,000.
RESEARCH LABORATORY TECHNICIAN III to assist in anesthetizing animals, in placement of catheters and in surgical procedure required for regional perfusion experiments. Perform various chemical analyses, be familiar with handling animals; lab instruments. Qualifications: College graduate (biology or chemistry major); some lab experience in cardio-pulmonary field desirable. $7,525-$8,825-$10,100.

RESEARCH LABORATORY TECHNICIAN III. Purification of proteins by electrophoresis, ion exchange chromatography, gel filtration, isoelectric focusing, salt fractionation. Enzyme and immunological assays, etc. Qualifications: Skills in protein purification and enzymatic assays. B.S. preferably M.S. in chemistry with knowledge of biochemistry. Should have at least two years' lab experience. $7,525-$8,825-$10,100.

RECEPTIONIST (2), hospital clinic. Qualifications: Ability to deal effectively with large variety of people. Some medical-receptionist experience preferred. Light accurate typing. $4,725-$5,450-$6,175.
SECRETARY II (9) (12/11/73).
SECRETARY III (1) (12/11/73).

UNIVERSITY CLERICAL AND TECHNICIANS' SALARY SCALES

There are two salary scales published below for your information. One applies to clerical and administrative assistant-secretarial jobs, the other to technicians' jobs. They were put into effect July 1, 1973. The A-3 Salary Classification Committee participated with the Personnel Department in the construction of the salary scales, which were based on a comprehensive market survey. These salary scales have a number of advantages, including the following.

1. Minimum and maximum salaries were increased. They now compare favorably with what Philadelphia-area employers pay people who work in similar jobs.
2. The dollar difference between minimum salary and maximum salary was increased so that there would be somewhat more opportunity for merit increases, especially at the higher classifications.
3. Before the new salary scales were introduced there were 720 A-3 employees who could receive service awards but not full merit increases because their salaries were at the maximum of the salary range or above. After the new salary scales went into effect the 720 figure was reduced to 137.

The Personnel Department will continue to survey the market at intervals to insure that University salaries meet the competition in the future.

If you wish to know the grade assigned to your job classification, contact the business administrator of your department.

—J. J. Keller, Director, Personnel Administrative Services

CLERICAL SALARY SCALE

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
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TECHNICIANS' SALARY SCALES

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</table>
I. Statement of principle:

The Faculty opposes the principle of a "racial census", insofar as it involves racial (or ethnic) identification of individuals. At the same time, the Faculty endorses efforts being made to eliminate any discrimination on the basis of race (or any other non-academic basis) and recognizes the necessity for identifying progress in this area. At the moment, the only method acceptable to HEW and other interested parties seems to be a racial census. It appears, therefore, that the only way to solve, at least partially, the dilemma posed by these seemingly irreconcilable principles, is to proceed step-by-step, first taking action to guard against the most serious dangers inherent in the census, and then working on a long-range basis to attempt a fuller solution.

II. Proposals

1. It should become University policy immediately that any necessary racial identification of individuals be self-identification (not by department chairmen, supervisors, etc.), and be completely voluntary. This means no pressures of any kind may be exerted on a staff member either to answer or refuse to answer such questions. (It is our understanding that this policy has already been put into effect for new faculty members: forms contain racial and ethnic identifications plus "decline to identify").

2. All documents, computer tapes, or similar records compiled by methods other than that specified in #1 above should be destroyed. Such records as are absolutely necessary must be recompiled on the basis of #1. These should be subject to at least the same degree of confidentiality as present records and be released to authorized agencies only as non-traceable numbers.

3. The Administration should be asked to establish contact with other leading educational institutions to explore the possibility of united action against any racial census in which individuals are identified. Such group action would be more likely to impress the relevant government agencies with the seriousness of our concerns and our eagerness to develop alternate means for achieving the same ends of racial equality.

4. An ad hoc University Faculty Committee should also be created to establish contact with faculty organizations at other universities, as well as other interested organizations, such as the AAUP, in order to increase the awareness of educators throughout the country of the existence and nature of the racial census and to enlist their support in encouraging their institutions to cooperate in the united action proposed in #3.

ALMANAC will not publish on Christmas Day or New Year's Day. Next issue appears January 8.