NEWS IN BRIEF

GRADUATE HOSPITAL: NOT TO CLOSE

The Health Affairs Committee of the Trustees has formally endorsed Dr. Thomas Langfitt’s Option 4 (Almanac February 25) which will not close Graduate Hospital but turn it over to a community board within 18 months. The Executive Board must also approve the plan, but the Board indicated at its February meeting that it would accept the advice of the Health Affairs Committee, Dr. Langfitt said. With that understanding the Health Affairs Office is proceeding with next steps.

The two major tasks are (1) to organize a board—initially with a heavy Penn Trustee component which will dwindle as community members and medical staff take a larger role and (2) to reduce operating costs and get the hospital in shape so that it will have the ability to borrow the $20 million or so estimated necessary to rebuild the facility.

DEVELOPMENT DRIVE: JUNE DECISION ON GOAL

The Trustees are expected to set a dollar goal for the forthcoming Development Drive when they meet in full session in June, Vice-President E. Craig Sweeten said. A major factor in determining the size of the goal will be the amount of the Nucleus Fund now being raised among the Trustees; overall goals are traditionally five to seven times the size of a nuclear figure. Goal setting will set the stage for the official kick-off of the Drive, probably coinciding with the opening of the 1975-76 academic year. (Timetable for the Drive: page 6.)

ON LEAVE: MR. HETHERSTON

John C. Hetherston, vice-president—physical facilities, will take a six month leave of absence from the University beginning March 8, 1975. Responsibility for functions in his area will be assumed by Vice-President for Management Paul Gaddis.

CHANGES IN TOP MANAGEMENT

A major reorganization in nonacademic administration is proposed by the President, Provost and Vice-President for Management. For the recommendation they will take to Trustees, see page 4.

LANGUAGE LAB SHIFT

Although the Language Laboratory’s director Eric Van Merkensteijn has left that office to become director of administrative services at the Wharton School, the Language Lab is in business as usual. The people to contact for various services: Mutsumi Ishida, AV Resources; Tom Kuhn, Media Production; Leo McBride, Equipment Loan; Lidia Messmer, Media Services; Jackie Schreyer, Scheduling and Administrative Matters.

GRADUATE COUNCIL

The Graduate Council of elected representatives of graduate faculty throughout the University has been constituted for 1975-76 and is meeting periodically with Vice-Provost for Graduate Studies and Research Donald Langenberg. It conveys faculty views on policy and procedure, including the relationship between the former GSAS and the new FAS. Specific recommendations on the awarding of the Ph.D. under the new structure are expected shortly.

The members of the Council are Drs. Erling Boe, associate professor of education; Charles Eider, assistant professor of political science; John Fischer, associate professor of electrical engineering; Terry Fortune, associate professor of physics; Sol Goodgal, professor of microbiology, (Med.); Edward Irving Jr., professor of English; M. Raja Iyengar, associate professor of biochemistry, (Vet.); Paul Korshin, associate professor of English; Phoebe Leboy, associate professor of biochemistry, (Dent.); Seymour Mandelbaum, associate professor of city planning; John McCoubrey, professor of history of art; Shiro Takashima, associate professor of electrical engineering; and graduate students William Hale, Sienna Kirwin, Eric Pasternack and Jeffrey Stadel.

ENERGY CENTER: DR. EISENBERG

Dr. Lawrence Eisenberg, associate professor of electrical engineering at the Moore School, has been named Director of the University’s National Center for Energy Management and Power. He succeeds Dr. Jesse Denton, who will continue his teaching and research. Dr. Eisenberg is a Lindback Award Winner for distinguished teaching here, and has published extensively in systems sciences, environmental simulation and related subjects.

SAY CHEESE, say wine, say Jamaican buffet... page 8
SENATE FROM THE CHAIRMAN

I am pleased to present the slate chosen by this year’s nominating committee headed by Professor Howard Lesnick, as transmitted by the Senate secretary:

SLATE FOR 1975-76

1. In accordance with the requirements of the adopted amendment to the Senate Bylaws, Sec. 11(b)(iv), official notice is herewith given to the entire Senate Membership of the Senate Nominating Committee’s slate of nominees for the incoming Senate Officers “at least 42 days prior to the spring meeting.” The nominees, all of whom have indicated their willingness to serve, are:
   - Chairman-Elect: Robert F. Lucid, Assoc. Prof. of English
   - Secretary-Elect: Robert A. Zelten, Asst. Prof. of Insurance

Members of the Senate Advisory Committee

- (to serve a 3-yr. term beginning May 1975):
  - Paul Barron, Asst. Prof. of Business Law
  - Dell Hymes, Prof. of Folklore & Linguistics
  - Barbara Lowery, Assoc. Prof. of Nursing
  - Ann R. Miller, Assoc. Prof. of Sociology

Members of the Senate Advisory Committee (to serve a 2-yr. term beginning May 1975):

- Robert L. Shayon, Prof. of Communications
- Members of the Senate Committee on Academic Freedom & Responsibility

- (to serve a 3-yr. term beginning May 1975):
  - John A. Quinn, Prof. of Engineering
  - Robert A. Zelten, Assoc. Prof. of Insurance
  - Ann R. Miller, Assoc. Prof. of Sociology

- Members of the Senate Committee on Academic Freedom & Responsibility

- (to serve a 3-yr. term beginning May 1975):
  - Adelaide Della, Assoc. Prof. of Biochemistry (Vet.)
  - Murray Gerstenhaber, Prof. of Mathematics

- Member of the Replacement Pool for the Senate Committee on Academic Freedom & Responsibility

- (to serve a 3-yr. term beginning May 1975):
  - Sol H. Goodgal, Prof. of Microbiology (Medicine)

2. Again pursuant to the Bylaws Sec. 11(b)(iv) you are herewith 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 Nominating Committee. Nominations will automatically be closed fourteen days after circulation of the slate of the Nominating Committee.”

- If no additional nominations are received, the slate nominated by the Nominating 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 that 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 Nominating Committee. All candidates have the right to prepare, within seven days after closing of petition, and have circulated with the ballot a one-page statement. The ballot shall be circulated no later than fourteen days subsequent to the close of nominations. Voting shall be noncumulative. The polls shall be closed fourteen days subsequent to the circulation of the ballots.

Moria Z. Brooks, Secretary

COMMUNITY ON DEVELOPMENT DRIVE

The following persons have accepted appointment to the ad hoc Senate Committee on the Development Drive:

- Morton Amsterdam (Periodontics)
- Robert Dyson (Anthropology)
- William Grigsby (City Planning), Chairman
- William Mellman (Human Genetics)
- Charles Price (Chemistry)
- John Quinn (Chem. & Biochem. Eng.)

The charge to the Committee is to look at the plans for the Development Drive, with special attention to the academic objectives and priorities that it embodies; to make such recommendations regarding the Drive as the Committee may consider desirable; and, as opportunity offers, to assist in the development of strategies for promoting a better understanding of the Drive’s objectives among the members and friends of the University community. The Committee will be asked to make progress reports from time to time to the Senate Advisory Committee and to the Senate. Communications to the Committee may be addressed to Dr. Grigsby or to the Senate Office.

AAUP

ON DISCONTINUANCE OF PROGRAMS

21 February 1975

The Executive Board of the University of Pennsylvania Chapter of the American Association of University Professors met on 11 February 1975 and discussed the proposed new version of Regulation 4 (Recommended Institutional Regulations on Academic Freedom and Tenure, published with a request for comments in the Winter 1974 issue of the AAUP Bulletin).

Regulation 4 acts as a whole concerns termination policies other than dismissal for cause, which is dealt with in Regulation 5. The proposed new version of Regulation 4 sets itself a two-fold purpose:

- To provide more specific procedural guidance in cases resulting from an assertion of financial exigency and to distinguish between those cases and cases of formal programmatic or departmental discontinuance not mandated by financial exigency" (emphasis mine).

The AAUP Board strongly objects to the fact that, while making this distinction, the new version in effect states that individuals may be terminated because of changes in the institution’s educational planning. This, in the Board’s opinion, is in contradiction with the concept of permanent tenure at a university. Tenure covers more than employment security, despite what Regulation 4 seems to imply. It also carries with it a pledge, on the part of the institution, that those with tenure will be able to pursue research in their chosen field of scholarship. In this respect, the very notion of “retraining” can be entertained only when it reflects the interests and growth of the individual, not if it reflects external pressure.

One must therefore distinguish between a program or department and an area of research. It is conceivable that a program might be phased out because of long-range academic planning. But its members should retain their privilege to pursue research in their chosen field. In most cases, their research will be harbored in their home departments. Should the elimination of a program or department be conceivable, under no circumstances could it result in the elimination of an area of research, as long as there are tenured faculty members working in that area. Such a policy not only ensures that the individual’s life commitment to an area of knowledge does not go to waste, it also protects the university from hasty and arbitrary educational choices. The proposed regulation is aware of the danger, but the crux of the matter is that, at times, it is virtually impossible not to confound the issues. How many can swear that they never have confused and never will confuse the cultural trends of the moment or, even worse, “cyclical or temporary variations in enrollment” with the “educational mission of the institution as a whole?”

The first purpose of the regulation is commendable, and indeed the whole text is to be commended for the reiterated emphasis it places on the primacy of faculty participation at every step of the decision-making process, in what is first and foremost an educational matter. What faculty bodies should be used, whether they already exist in the committee framework of the University of Pennsylvania or whether they should be specially created, whether and in what cases they should function at the departmental, school or university levels—these are some of the questions to which we should address ourselves if we at the University of Pennsylvania are to implement the safeguards provided by Regulation 4.

The considerations above are equally valid in the case of terminations mandated by financial exigency, to which extreme caution should apply. But in asserting the legitimacy of termination on educational grounds, the proposed AAUP regulation is crossing a dangerous line. In the last analysis, the tenure principle does not simply protect individuals, it ensures the continuity of educational goals and is the only safeguard of academic freedom.

—Lucienne Frappier-Mazur, President University of Pennsylvania Chapter, AAUP
GSE

Asking for Documentation

The faculty of the Graduate School of Education has formed several study teams to look into questions raised by the announcement last week (Almanac February 25) that the school must be reduced in size and possibly closed, with its programs and faculty distributed elsewhere in the University.

In addition to the societal concerns expressed in the faculty's letter of February 17 (below), the faculty will be looking at such problems as:

- obligations to students, including its own 630 doctoral and master's degree candidates and the FAS students who enroll in GSE for teaching certification.
- criteria and decision-making process used by the administration to eliminate the possibility of maintaining or increasing GSE's strength.
- effects of the new decision on faculty rights and academic freedom in GSE and precedents being set in discontinuation policy which might affect other faculties.
- total impact on the University budget, including analysis of the cost of closing a school (loss of tuition income; costs of severance, early retirement and retraining; possibility of contract suits; potential loss of productivity of faculty when reassigned) versus the cost of maintaining the school in anticipation of economic recovery.

"The closing of a school, or the public announcement that a university might close a school," said Acting Dean William Castetter, "should be accompanied by the most careful demonstration of necessity.

"The financial data used to arrive at such a decision on the grounds of 'financial exigency' should be presented to the faculty involved, and examined very thoroughly for accuracy and completeness. Any evidence the administration is using to curtail a program on the grounds of 'selective excellence' should be accompanied by documentation of what is meant by 'selective excellence'.

"None of these demonstrations has yet been made to the Graduate School of Education," he continued, "and our faculty has asked me to find the data, the evidence, the criteria. The last information we had was that we were to balance our direct costs with direct income, which we have done; within those constraints, we set out to maintain the best possible program while awaiting the arrival of a permanent dean who would of course want a voice in any new initiatives we might undertake.

"Our faculty was stunned, simply stunned, when the President and Provost made their announcement on Friday. We had asked them to come and explain the delay in completing the search for a new dean. We knew that the consultative committee had submitted copy for an outside advertisement in mid-January, but that the ad was not placed. After waiting over a month for an explanation, our faculty invited the President and Provost to discuss the delay in person. It was only then that we learned that new financial criteria were being applied, that the decision not to maintain our size had already been made, and that a public announcement would be made immediately.

"We have been getting calls from admissions candidates, calls from alumni, calls from other schools of education that now fear a ripple effect if a great national and international university like Penn decides to abandon Education."

"Spreading the word that we are endangered may itself endanger Education here. Almost all of our direct income has been tuition, and we have been competing very well in enrollment size and quality. But a public announcement that we are to be reduced—implying but not documenting that we are incapable of improving our financial situation, implying but not documenting that our discontinuation is necessary to Penn's excellence—could have a disastrous effect on our applications. Then, of course, the prophecy will have fulfilled itself.

"No one in this school is saying that we cannot improve. We have said that we need a permanent dean, that we need resources, that we need interaction with other parts of the University. Any of the schools that has operated recently in the limbo of acting deanship knows that a strong dean is the key to finding new resources, and to making significant changes in program—especially where they involve interschool cooperation."

GSE has been without a permanent dean since January, 1974, when Dr. Neal Gross stepped down to become a full-time professor of sociology. A search committee was formed in March, 1974, and charged to study structure and organization as well as recommend candidates. Chairman Marvin Wolfgang submitted a report on structure in December. Dr. Charles Dwyer, associate professor of education and a member of the search committee, said that lists of candidates were compiled and refined, and some candidates interviewed, before the search came to a halt.

Within the Wolfgang committee were subcommittees including one Dr. Dwyer chaired, on fragmentation of programs. The subcommittee's report is confidential, but was based on an earlier report Dr. Dwyer had done for the GSE faculty. Quoting from memory of the earlier document Dr. Dwyer said:

"We are no more fragmented than many departments, to say nothing of schools. The image of GSE fragmentation is based more upon the way we represent ourselves in the Bulletin than upon any analysis of our operations. We describe very specifically the specializations a student will find among our faculty, but our program is in fact very heavily integrated. Programs with a low enrollment in a particular specialty may be essential to the education of students enrolled in other specializations."

The Information so far furnished by the administration does not, he added, give the GSE faculty enough information to begin to decide between options 3 and 4, nor even give convincing evidence that options 1 and 2 (to strengthen or maintain) are not being abandoned prematurely.

"I think this has implications for the entire campus, especially for whoever may be 'next on the list' for cutbacks," said Dr. Dwyer. "Under the process used to decide our future, I would suggest that none of our colleagues can be really sure who is next—because as far as we knew we were still looking for a new dean."

He said that some of the faculty study teams will be looking into the role of AAUP, Senate, Council, Academic Planning Committee, and Council of Academic Deans have or have not played in the decision to reduce GSE, with a view to determining how financial exigency should be defined and how selective excellence should be implemented.

"It is difficult to imagine how either of the options presented to us could be implemented to achieve substantial savings without inevitably resulting in the termination of tenured members of the faculty," said Dr. Dwyer. "And if this is in fact the outcome of the decision already made by the administration then there is even more reason for most serious review by the entire academic community."

Ed. Note: Provost Eliot Stellar said Thursday that a response to questions being asked by GSE faculty, including the guidelines he promised earlier for deciding between options 3 and 4, will be forthcoming. The exact language of the four options referred to in various paragraphs above is in a memorandum published here February 25.

LETTER FROM THE GSE FACULTY

Dear Provost Stellar:

February 17, 1975

The Faculty of the Graduate School of Education is concerned with the Central Administration's failure to facilitate actively and enthusiastically the search for a new dean. This failure raises grave concerns for the future of the Graduate School. We believe that the solution of major educational
problems is of utmost importance to the very integrity of modern society. We believe that the Graduate School of Education provides the best context in which to seek such solutions. But we are also realists. We recognize that educational research has never received the kind of support other areas have claimed. Neither have schools of education been able to raise the vast sums of money from alumni that other schools have been able to count on. Four of the five top ranked graduate schools of education are private. Two Ivy League schools are among them, while other Ivy League schools, without graduate schools of education, do little or no important educational research.

If the Central Administration is concerned about problems of education and is willing to commit resources to their solution, we believe the University of Pennsylvania provides the kind of intellectual context in which the Graduate School of Education can rapidly attain national stature. Therefore, we wish to include the following items on the agenda for next Friday:

1. The commitment of the Central Administration to expedite the search for a new dean. We feel it is absolutely necessary that the new dean be at his desk in the Graduate School of Education by July 1, 1975.
2. The commitment of the Central Administration to provide the Graduate School of Education with adequate support to ensure its survival and growth so that it may be free to address many of the crucial problems of modern society. For example, such support should include:
   a. A commitment by the Central Administration to develop an outstanding Graduate School of Education.
   b. A reasonable share of research and development funds;
   c. The restoration of scholarship funds to their 1973 levels;
   d. The provision of funds for the recruitment of minority faculty and students;
   e. The transfer of control of the Summer School from its current office to the Graduate School of Education. Since this could be a major source of self-support, we feel it makes sense for us to be able to tap it;
   f. Legislative provisions for state funds earmarked for the Graduate School of Education.

Due to the significance we attach to this meeting, we have invited representatives of the following groups to attend:
- GSE Alumni Association
- Phi Delta Kappa
- Phi Lambda Theta
- Graduate Student Association of GSE
- School Study Councils
- State Superintendents Association
- A few key faculty members from other departments

Thank you again for meeting with us on such short notice. We appreciate your responsiveness and we look forward to a useful and productive discussion.

The Graduate School of Education Faculty
William B. Castetter, Acting Dean

---

Changes in Management

President Meyerson, Provost Stellar and Vice-President Gaddis have announced a series of changes to be made in the administrative organization of the University.

These changes are designed in each case to augment the capacities of the University to function within the current difficult environment for private institutions of higher learning, their statement said. At the same time, the changes are designed so that they can be effected with no increase in the number of senior staff within the Administration.

The changes include (1) a realignment of the financial, treasury, and controllership functions of the University, (2) revisions in the manner in which the Trustees and their Investment Committee will manage the investment portfolios of the University, and (3) a regrouping of the auxiliary businesses and campus services.

President Meyerson said that he will recommend to the Executive Board next month that Paul O. Gaddis' title be changed to Senior Vice-President for Management.

Harold E. Manley will be recommended to the Executive Board as Vice-President and Treasurer, and will be responsible for (a) the custody and stewardship of the University's funds, (b) financial planning and cash-flow projections, (c) relationships with banks and other financial institutions, including borrowing, mortgaging negotiations and real estate, (d) credit and collections, (e) tax matters, (f) insurance and risk management, and (g) the internal audit.

As Vice-President and Treasurer, Mr. Manley is charged with coordinating and overseeing the development of appropriate methods for receipt and custody of increased inflows of donors' contributions during the forthcoming major capital campaign. He will report to Mr. Gaddis.

William Richard Gordon will be recommended by the Trustees as Vice-President and General Manager of Franklin Investment Company, the wholly-owned subsidiary corporation which was established for the administration of the University's investment portfolios. In this new position, Mr. Gordon will be responsible for the placement of various components of the portfolios under professional investment management, as directed by the Trustees. As administrator of the investment portfolios, his activities will include directing the placement of orders, evaluation of the portfolios, and making short-term investments.

J. Jerrold Jackson, Comptroller of the University, will be responsible for the University's aggregate books of account, and for the supervision of the general and cost accounting functions, and the development of accounting systems and procedures. He will work jointly with Jon Strauss, Executive Director of the Budget, on the continuous compatibility of the University's aggregate accounts with the management accounts of the responsibility center system. Mr. Jackson will report to Mr. Gaddis, and will be additionally responsible to Mr. Manley for treasury accounting.

A new position will be proposed, grouping the operational supporting services of the University:

<table>
<thead>
<tr>
<th>Auxiliary Services</th>
<th>Planning Office/Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchasing</td>
<td>Security</td>
</tr>
<tr>
<td>Mail/Phone/Parking</td>
<td>Publications</td>
</tr>
<tr>
<td>Dining Service</td>
<td>Buildings and Grounds</td>
</tr>
<tr>
<td>Bookstore</td>
<td></td>
</tr>
</tbody>
</table>

The University, pending Trustee concurrence in creating this position and its title, will now begin to recruit to fill this post. During the interim period Mr. Gaddis will administer this unit.

Messrs. Kidd, Greenberg, Friedman, Phillips, Shultis, and Barnes will report to him.
Intelligence and Sport at Penn

This memorandum can be blessedly brief. The data* speaks for itself and needs only an illustrative example here. One such piece of data, among the many available from the staff of our athletics and recreational department, may be cited: in the year 1972-73, all intramural sports numbered some 9,000 participants, an increase of over 5,000 since 1971-72. Other evidence of the pressure on our athletic and recreational facilities is available and familiar.

All evidence points in the same direction: toward a revolution in the relation between intelligence and sport at the University. We refer to "revolution" in the original meaning of the word: as a return to an earlier condition. The students, faculty and staff of the University are returning to the most ancient wisdom: that the life of the mind cannot be lived well without the support and relief of the body. It is this return, defying any response except a significant expansion of athletic facilities, that constitutes a revolution in the relation between intelligence and sport. The members of the Penn community acknowledge again, and in massive numbers, the ancient Greek rule of academic life, which recognized that the exercised discipline of body must parallel and support all disciplines of mind—this is the meaning of the overwhelming numbers seeking space for intramural team sports and for individual recreation.

But there has been a second "revolution," and in the current meaning of the word: a turn to an unprecedented condition; the revolution, in the second sense, can be readily quantified, for example, in the predicted growth of recreational demands for women. However our athletic facilities are expanded, that expansion must be so managed that it takes into account the unprecedented entry of women into competitive and recreational athletics.

The established athletic facilities of the University of Pennsylvania, in particular those serving intercollegiate activities, are rightly celebrated. Franklin Field is a great football stadium. The Palestra, and other places on campus equally famous, give us splendid places for intercollegiate competition. The new pressures for athletic facilities come from those members of the community who are anything but virtuoso athletes. Whatever the fate of our major spectator sports, it appears to us that intramural and individual athletic activities will continue to strain and go beyond any facility now available—particularly, in view of women student interest in athletics at this time.

It is the unsurprising recommendation of this subcommittee that high on the list of projects for future development in the University of Pennsylvania is the present River Fields. Those fields include four football fields, two soccer and lacrosse fields, two baseball diamonds, a field events area, an inflatable shelter, containing a small, indoor track practice area and the adjoining Hollenback Center with space for lockers, offices and equipment. We note that the River Fields are already in heavy use by intercollegiate and intramural teams; nor are the River Fields adequately surfaced for use in less than ideal weather or in the evenings. Considering the present financial crisis, it is the conclusion of this subcommittee that the minimal first stage in the further development of our recreational resources should be the renovation of the River Fields in order to achieve yet more intensive use primarily for intramural, sport clubs and women's athletics. A target goal, for this first stage, might include (1) renovation of two new fields, one of which might contain a synthetic all weather surface (2) lighting two fields for night time use (3) adequate toilet facilities (4) a new entrance gate (5) secure fencing (6) increased parking facilities.

Penn needs many more tennis courts; a few might be well located in a corner of the Hill Hall field. The possible development of the Hill Hall field points to a special problem in the siting of a new athletic plant at the University. Our basic athletic plant is at the eastern end of the campus and, perhaps, the best place for a major expansion, such as the necessary new field house, would be along the lands now held by the Pennsylvania Railroad. As Professor Mitchell has pointed out, the building of the high rise residential structures has altered the locus of undergraduate activity to the west end of the campus, but no parallel provision has been made for any increase in recreational facilities in that area. Facilities for athletics need to be considered at the western end, in order to balance, or at least supplement, the foreseeable growth at the far eastern end of the campus.

We have referred to Penn's need for a second field house. That second field house should be on the drawing boards now, with every emphasis on the kind of architectural masterpiece that combines the most ingeniously economical enclosure of a great useable space with a landmark that will identify the University at its eastern verge. The University has few enough identifying structures—Franklin Field is one of them. It costs no more to have a great and beautiful field house than a mediocre barn of a place. Within that new field house, among its various amenities, there ought to be a major indoor track and other prime facilities needed for year round track and field events.

Subcommittee on Facilities Development
Philip Rieff, Chairman
Robert L. Trescher, Esq.
Hunter Lott, Jr.

Peter Shepheard
Fred A. Shabel
David B. Siegel

SPRING CLASSES FOR PENN OFFSPRING

The children of Penn affiliates can swim, kick, dance or skate their way through six week-ends this spring. The recreation department's Saturday morning classes run March 22 through May 3 with a March 29 recess. Fees are $12 per child per activity; third child registration is $10 and no family will be charged more than $50. Space is limited in the classes below; to sign-up stop by at Gimbel Gym or call Robert Glascott, Ext. 6101 before the March 18 registration deadline:

Swimming—Sheerr Pool, ages 5-15: 9-9:45 and 10-10:45
Gymnastics—Hutchinson, ages 6-9: 9-9:45; ages 10-15: 10-10:45
Ballet and Modern Dance—Gimbel, ages 5-12: 9-9:45

Sunday skating lessons for children 5-16 begin March 23 and also run for six weeks with a break on March 30. The fee is $19 per child ($14 for the children of students) and includes two hours of free skating in the Class of 1923 Rink after the 1-2 p.m. class. Early registration is preferred, but you can sign-up at the first session. For more information: John McCormick, Ext. 4831.

*From the Division of Recreation, Intercollegiate Athletics; Ext. 6121
GRANT DEADLINES

The Office of Research Administration announces the following deadlines for grants from outside agencies, and for University-funded grants available to faculty here. For additional information: Anthony Merritt, Ext. 7293.

U.S. OFFICE OF EDUCATION

3/21/75 Ethnic Heritage Studies Program. Guidelines available at ORA.

BUREAU OF MINES


ADMINISTRATION ON THE AGING (DHHS)

4/30/75 Doctoral Dissertation Research—social science research on the elderly. Guidelines available at ORA.

NATIONAL ENDOWMENT FOR THE HUMANITIES

3/15/75 Education Project Grants (Division of Education Programs).
4/1/75 Education Planning Grants (Division of Education Programs).
4/1/75 Youthgrants in Humanities (Office of Planning).
5/9/75 Research Grants (Division of Research Grants).
5/12/75 Fellowships for Independent Study and Research (only deadline for 1976-77). Except for fellowships, prospective applicants should submit a preliminary description of their project to the appropriate division of the Endowment, Washington, D.C. 20560.

U.S. PUBLIC HEALTH SERVICE (NIH—ADAMHA)

6/1/75 Research Grants—New and Supplemental.

DEPARTMENT OF TRANSPORTATION

4/1/75 Major Interdisciplinary Research Program. Areas of high priority include: alternative roles of the automobile; new perspectives on urban transportation; major innovations in intercity transportation; scenarios for alternate role of the federal government in transportation; system safety—an interdisciplinary approach to transportation safety. Brochure available at ORA.

The Development Drive

Since January 11, 1974, when the Trustees first declared their resolve to launch a major fund effort in 1975, preparations for such a campaign have been following a step-by-step schedule. These preparations, among others, have taken place:

The deans, faculties and Associate Provost for Academic Planning have been translating the Development Commission's recommendations into terms of explicit programs, with priorities and cost estimates.

The Trustees' Committee on Resources Evaluation, with Development staff assistance, has been identifying those people and organizations believed able and willing to contribute large sums.

A feasibility study has been conducted by means of interviews with more than a hundred prospective contributors. They have been briefed on the University's plans and asked to state frankly whether they considered them worthy of support. Their reactions have been generally positive; more interviews are planned.

A campaign organization has been designed and a campaign plan has been mapped.

The following activities are among those now under way:

- Solicitation of gifts and pledges to a Nucleus Fund from the present and former Trustees to give the campaign a running start and the benefit of the Trustees' tangible endorsement. The size of the Nucleus Fund will be among the considerations in determining the goal; experience has shown that the total sum an institution can expect to raise in a campaign tends to reflect the amount committed by its own governing board.

- Continued refinement of academic planning.

- Setting up of the campaign organization.

- Continued identification of prospective donors.

Leadership of the campaign will be provided by two groups:

- The Development Policy Committee, a very small, top-level panel, qualified to act expeditiously for the University on campaign matters of great urgency or delicacy.

- The Development Operating Committee, a larger group, diverse and flexible in its makeup, constituting the main body of volunteer leadership for the program.

The Policy Committee is composed initially of Donald T. Regan, chairman of the Trustees; Robert G. Dunlop, vice-chairman of the Trustees; Thomas S. Gates, chairman of the Trustees' Executive Board; John W. Eckman, chairman of the Trustees' Development Committee; and President Martin Meyerson. Mr. Regan is serving as the Policy Committee's first chairman.

The Development Operating Committee is now in the process of formation. It will include faculty, students, administrators and alumni, among others.

Certain assumptions underlie the planning. Among these:

- That the period of intensive fund-raising will be five years (1975-80).

- That the goal will be large—substantially larger, for example, than the $102 million received during the last major campaign (1963-69).

- That the personal solicitation of gifts toward major campaign projects (professorships, etc.) will be concentrated on prospects believed able to make very large gifts; but all alumni and alumnae will be urged to participate through Annual Giving, which will be an integral part of the campaign, with ascending yearly goals.

- That federal and state funds, though not counted toward the goal, will be vigorously pursued to complement the private funding of campaign objectives.

- That the projected effects of inflation will be taken into account in calculating the amounts needed, and that the state of the economy will be a variable factor to which adjustments will be made as necessary during the campaign.

The academic plans for which funds will be sought are not yet final, but are rapidly firming up. Generally, they will reflect the concepts and principles laid down by the Development Commission.

—E. Craig Sweeten

Vice-President for Development and Public Relations
ASSOCIATE DEAN FOR RESOURCE MANAGEMENT

The School of Medicine invites applications and nominations for Associate Dean of Resource Management. The Associate Dean will be directly responsible to the Dean of the School. Principal duties will include day-to-day administration, short term operations, analysis, and long range planning in the areas of financial, personnel, space and other resources. The individual will provide technical assistance and advice to the Dean and to other members of the faculty and staff relative to School policies and will have a significant role in monitoring and evaluating current management information systems and the design of new systems where needed.

Applicants should have a degree in management, finance, business or a related field, as well as substantial experience in an upper level position with executive responsibilities. Education and/or experience in a health-related field or organization is desirable but not essential. The individual should have the ability to create and implement new ideas and programs and the sensitivity required to work collaboratively with a wide variety of educators, researchers, clinicians, and administrators. The salary level is open and will be commensurate with qualifications.

Applications, including a detailed resume, should be addressed to:

Dean
School of Medicine
University of Pennsylvania
36th Street and Hamilton Walk

OPENINGS

The following listings are taken from the Personnel Office's weekly bulletin and appear in ALMANAC several days after they are first made available via bulletin boards and interoffice mail. Those interested should contact Personnel Services, Ext. 7285, for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially.

The University of Pennsylvania is an equal opportunity employer. Qualified candidates who have completed at least six months of service in their current positions will be given consideration for promotion to open positions.

Where qualifications for a position are described in terms of formal education or training, significant prior experience in the same field may be substituted.

The three figures in salary listings show minimum starting salary, maximum starting salary (midpoint) and top of salary scale, in that order.

ADMINISTRATIVE/PROFESSIONAL (A-1)

COMPREHENSIVE CARE EDUCATION COORDINATOR to coordinate administratively a multifaceted educational program in comprehensive care; participate in program evaluation, expansion and diversification; counsel medical students. Qualifications: Experience in organizing educational programs, interviewing, and counseling. Bachelor's degree with graduate study in health planning desired. Resume only. $10,675-$13,275-$15,875.

SYSTEMS ANALYST responsible to chief of delivery systems division for major dental health research program, to provide additional support to biometrics section and evaluation division of the program; design and implement data collection procedures, forms and data processing system for service claims payments, patient service utilization files, oral health status files; provide data processing support for statistical analyses of various research hypotheses. Qualifications: Skill in forms design, business and scientific programming languages, and information design required; B.S. or M.S. in computer science, information systems, operations research or related field; 3-5 years' experience, preferably health related; ability to communicate effectively orally and in writing with professionals of other disciplines. Program evaluation experience highly desirable. $12,300-$15,325-$18,350.

SUPPORT STAFF (A-3)

ADMINISTRATIVE ASSISTANT, Wharton (2/18/75).

DATA CONTROL COORDINATOR, medicine, to provide analysis of input errors, corrections and quality control of data; correct patients' accounts; schedule reports. Qualifications: Computer programming and keypunch skills; knowledge of medical terminology; capacity for mathematical computation. $6,550-$7,925-$9,300.

ELECTRON MICROSCOPE TECHNICIAN II to fixate, embed, section and stain specimens; culture oral bacteria; immunize rabbits with bacteriological antigen; perform basic serological assays; apply immunological techniques to electron microscopy. Qualifications: B.A.; experience in basic electron microscopy techniques; microbiological and immunological procedures. $7,900-$9,450-$11,000.

MEDICAL SECRETARY (2/18/75).

NURSE'S ASSISTANT, Ob/Gyn clinic (2/25/75).

PROGRAMMER II, UNICOL, responsible for data processing; computer manipulations; input, processing and maintenance of all data forms; construction of statistical tables and tabulations. Qualifications: Experience with and knowledge of large operating systems such as 360 DOS or OS/IBSYS; B.S.; two years' formal training and experience in programming concepts and statistical analysis. $8,125-$10,125-$12,100.

RESEARCH LABORATORY TECHNICIAN II to sterilize equipment; set up lab; launder surgical gowns; sew surgical drapes; service lab and storage area. Qualifications: Must be willing to work adaptable odd hours, including several 60-70 hour weeks in succession, with several free weeks as compensatory time. Graduate of two-year animal technician college or nurse's aide course, or 3-4 years' experience in surgery. $7,000-$8,300-$9,575.

RESEARCH LABORATORY TECHNICIAN II to acquire pathologic material from biopsy service; make and catalogue photographic slides of pathologic material; prepare and supply reagents for teaching seminars; perform experiments on animals; provide technical assistance for an oral health project. Qualifications: B.S. degree or experience in above techniques. $7,000-$8,300-$9,575.

RESEARCH LABORATORY TECHNICIAN III to culture bacteria and perform chromatographic analyses of culture and body fluids. Qualifications: Ability to handle bacterial cultures; some familiarity with biochemical techniques; B.S. degree with biology or chemistry major; experience in above techniques. $7,900-$9,450-$11,000.

RESEARCH LABORATORY TECHNICIAN III, Three positions announced September 3 through February 11 including preparation of sterile media, tissue culture, enzyme assays, chromatography, outherlony, microbiological and immunological techniques, and testing for leukocyte antigens and antibodies.

SECRETARY II (4) (2/25/75).

SECRETARY III to work with figures. Qualifications: Excellent typing, shorthand and/or dictaphone skills; ability to perform varied duties with minimum of supervision. $6,125-$7,325-$8,525.

The salary range for secretary III was listed incorrectly in last week's issue of Almanac. It should have read: $16,125-$17,325-$18,525 as above. The Almanac sincerely regrets the error.

HOURLY RATE (A-4)

Hourly rate is negotiable on the basis of qualifications.

DENTAL HYGIENIST, Penn Urban Health, 2 days/week, to manage oral hygiene patients. Qualifications: Registered Dental Hygienist certification and license; experience as a Registered Dental Hygienist; familiarity with all dental hygiene procedures.


RESEARCH LABORATORY TECHNICIAN III, Monell, 20 or more hrs/week through at least the end of August 1975 (2/18/75).
THINGS TO DO

LECTURES

The Game and Play of Courtly Love. Dr. John Leyerde of the University of Toronto's Center for Medieval Studies speaks on March 4, 4 p.m. on the sixth floor of Van Pelt Library. Sponsored by the Medieval Studies Group.

Les Deux Rabelais. Dr. Francois Rigolot of Princeton delivers his lecture en frangais. March 4, 7:30 p.m. on the fourth floor. Williams Hall. Sponsored by the Graduate Romanic Association.

Perspectives on Gay Americans II. The Christian Association and Gays at Penn sponsor this semester's weekly lecture series that runs through April 22. Tonight, John McNell, S.J. professor at Woodstock College and Union Theological Seminary, discusses The Christian Homosexual: A Theological Reinterpretation. The series resumes after spring break on March 18 with novelist and CUNY professor Bertha Harris discussing The Pleasure of Her Company: Writing the Lesbian Novel. All the Tuesday night lectures are free and begin at 8:30 p.m. in the C.A.

Urban Workshop Community-Speakers Program. Kenneth Paolini, director of regional field service at the Harvard School of Design, speaks on March 5, 8 p.m. in Room B-3, Fine Arts. Sponsored by GSFA.

The Problem of the Red Shifts. Dr. Geoffrey Burbidge of the University of California is the speaker in the astronomy colloquium on March 7, 8-11 p.m. in Room A-1, Rittenhouse Lab. Sponsored by the Astronomy Graduate Students Association.

Studs Terkel, radio commentator, author and oral historian, discusses Reaching People—The Tape Recorder as a Communication Tool in the Annenberg Colloquium. March 17, 4 p.m., Annenberg Room.

Man: A New Perspective from Kenya. Richard Leakey, archaeologist and director of the National Museums of Kenya, speaks on March 19 at 7:30 p.m. in the Museum. Tickets: $4 (or $2 with a student I.D.). Sales have been brisk: to reserve tickets, call or leave a message with Peggy Pugh. Ext. 224-224 from University phones. Sponsored by the Museum.

EXHIBITS

Women in Astronomy, an historical exhibit of pictures and short biographies, is displayed through March 21 on the first floor of Van Pelt Library. Designed by Charles Eames, the exhibit is sponsored by the astronomy department, the Mathematics, Physics and Astronomy Library and IBM.

A collection of prints by Millicent Krouse and photographs by Patricia Rubin are displayed through March 29 at the Women's Cultural Trust in the C.A.

The Ivy Stone: Present and Past includes the twenty entries in this year's Ivy Stone competition and selected memorabilia from Penn's Archives. March 3-7 and 17-21 in the Philomathean Galleries, College Hall, 1-5 p.m. weekdays. Sponsored by the Philomathean Society.


MIXED BAG

A poetry reading by Frederick Morgan, author of A Book of Change (nominated for the National Book Award in 1973), is held on March 4 at 4 p.m. on the fourth floor, College Hall. Sponsored by the English department's writing program and the Pennsylvania Council on the Arts.

Student Activity Center. University offices and services modify their hours. The facilities below will resume normal schedules March 17 unless noted.

Bookstore: closed March 8 and 15; open 9 a.m.-5 p.m., March 10-14.

Dining Services: Hill Hall, 1920 Commons and Law School cafeteria closed March 10-14; Stouffer Hall open for lunch on a cash basis (no meal contracts). 11:30 a.m.-2 p.m., March 10-14; Houston Hall Snack Bar open 8:30 a.m.-3:30 p.m., March 10-14.

Language Laboratory: closed March 8, 9 and 15; open 8 a.m.-5 p.m., March 10-14. Regular hours resume March 16, 4-11 p.m.

Van Pelt and Dietrich Libraries: closed March 9 and 16; open 8:45 a.m.-5 p.m., March 7; 10 a.m.-6 p.m., March 8 and 15; open 9 a.m.-5 p.m., March 10-14. Rosengarten has identical hours with one exception: open 12 p.m.-1 a.m., March 16.

Recreational facilities: Weightman Hall and Gimbel Gym close at 9 p.m. on March 7 and resume normal hours at noon, March 17. Hutchinson Gym and Ringe Squash Courts open 12-5 p.m., March 8, 9, 15 and 16; open 12-7 p.m., March 17-19. Rental fees may be charged.

PRICE BREAKS: BOOKSTORE SALES

Savings are available now in the two-week pre-inventory sale that began yesterday at the Bookstore. There are reductions of up to 50% on featured items in all book departments as well as 30%-40% discounts on selected cameras. This year is a series of one-day super-specials that includes 30% savings on imported sweaters; 20% off on multi-colored rainbow-wood kitchenware; and a 30% reduction on bedspreads from India at the Dorm Shop. Watch campus ads this week for super-specials.

BLOOD DONORS: A SHIRT ON YOUR BACK

The Blood Donor Club's yellow and red banner will be flying high over Locust Walk today—a visual invitation to join the Club or make an annual donation in Houston Hall, 10 a.m.-5 p.m.

Expect to see more of the red and yellow—T-shirts, that is. Donors to the March 20 drive at Hill House, 11 a.m.-6:30 p.m. receive a freebie: a yellow T-shirt complete with the Club's logo and the words "I Gave" in red.