You might buy Mom a plant, or take her to dinner but you can't call her up any more...

(page 3)

HONORS

AMERICAN PHILOSOPHICAL SOCIETY

Drs. Roland M. Frye, professor of English; Robert J. Schrieffer, Mary Amanda Wood Professor of Physics; and Marvin E. Wolfgang, professor of sociology and director for studies in criminology and criminal law, have been elected to membership in the American Philosophical Society, founded in 1743 by Benjamin Franklin.

NATIONAL ACADEMY OF ENGINEERING

Dr. Herman P. Schwan, professor of electrical engineering in both the Moore School and the School of Medicine, has been elected to the National Academy of Engineering for his "contributions in biomedical engineering research, education and the development of this field." The highest distinction that can be conferred upon an American engineer, membership in the NAE now totals 587.

ROYAL SOCIETY OF EDINBURGH

Dr. Gaylord P Harnwell, president emeritus and professor of physics, has been named an Honorary Fellow of the Royal Society of Edinburgh.

NAUMBERG AWARD

The Walter W. Naumburg Award for composition has been presented to Richard Wernick, associate professor of music and director of the Penn Contemporary Players. The award provides for the recording (by CRI Records) of Wernick's Prayer for Jerusalem and Cadenzas and Variations III.

FELLOWSHIPS: ACLS AND OTHERS

The American Council of Learned Societies has awarded fellowships for next year to Drs. Alan C. Kors, associate professor of history; Robert A. Kraft, associate professor of religious thought; and Jeffrey H. Tigay, A.M. Ellis Assistant Professor of Hebrew and Semitic Languages and Literatures. Ninety-four fellowships were presented this year by the ACLS, a private non-profit federation of forty-one national scholarly associations.

Dr. Alan N. Epstein, professor of biology, has been awarded an Overseas Fellowship at Churchill College, Cambridge for research there next year.

In addition to the seven recipients announced previously (Almanac April 8), the National Endowment for the Humanities has awarded fellowships for the coming year to Dr. Philip H. DeLacy, professor of classical studies, and to Dr. Igor Kopytoff, associate professor of anthropology. Dr. Michael Peinovich, assistant professor of English, has been awarded an NEH summer stipend.

HONORS IN BRIEF

Rutgers University will dedicate a new apartment complex for graduate students in the fall to the late Roy F. Nichols, the Penn Pulitzer-Prize-winning historian for whom our own graduate tower Nichols House is named. Dr. Nichols was an alumnus of Rutgers who served for thirty-five years as a member of its trustees (later changed to Board of Governors).

Drs. J. George Coslet, associate professor of periodontics, and Martin Greenberg, associate professor of oral medicine, have been inducted into Omicron Kappa Upsilon as honorary members.

James J. Keller, director of personnel administrative services, has been elected chairperson of the College and University Personnel Association of Delaware Valley, the first so named under the group's new charter from the international College and University Personnel Association. The international body's 1976 conference will be in Philadelphia with the Delaware Valley chapter as its host.

REQUESTS FOR NOMINATIONS FOR DEAN OF THE GRADUATE SCHOOL OF EDUCATION

Although the Graduate School of Education Search Committee, which met 24 April 1975, voted not to exclude the possibility of inviting persons outside the University of Pennsylvania, the Committee unanimously agreed to limit, generally, the current search for a new Dean to persons within the University and to reach a decision of choice by 1 June, 1975.

With this announcement, the Committee invites suggestions of persons within the University who might be considered for the Deanship. Please send nominations to the undersigned.

Marvin E. Wolfgang
Department of Sociology
McNeil Building
FOR Edwin B. Williams

Edwin Bucher Williams was a Pennsylvanian by birth whose parents were domiciled in Columbia, Pennsylvania, where he was born on September 20, 1891. His early education was in Reading, Pennsylvania, following which he spent the year 1911 at the University of Dijon in France. He then took his bachelor's and master's degrees at the University of Pennsylvania in 1914 and 1916 respectively. The First World War interrupted his scholarly career, and he answered the call to serve his country in the armed forces. In 1921 he married Leonore Rowe of Reading, a marriage which lasted until the end and was remarked for the devotion of its participants.

Entering again upon his scholarly pursuits in the Graduate School of our University, Edwin Williams received his Doctorate of Philosophy in 1924. From that time on, his scholarly career was bound up with our University, and he rose steadily from Assistant Professor to Professor in 1932. I might add here that in 1946 he received an honorary doctorate from the University of Montpellier in France. Pennsylvania conferred upon him the honorary L.L.D. degree in 1958, and Bucknell University an L.H.D. in 1959.

He undertook responsibilities in academic administration as Dean of the Graduate School of Arts and Sciences in 1938, in which capacity he served until 1951 when he became the Provost. It was during his deanship that I became privileged to know him when I first visited the University as a possible addition to the faculty with the charge to build up a modern Department of Physics from a department which had been sadly neglected during many earlier years. At that time Mr. Thomas Gates, Senior was President, and George McClelland and Edwin Williams were his major aids in the conduct of the University's academic affairs. With the exception of the war years from 1942 to 1946, I worked closely with Edwin Williams in the growth of the physical sciences at Pennsylvania and found him a most inspiring colleague and warm advocate of excellence in the sciences. Edwin Williams faithfully served his University as Provost and was the elder statesman to whom I, as the neophyte president, turned on all occasions on which the academic welfare of Pennsylvania was dependent. He was an ideal Provost, having been versed in all the arts of academia from his long and fruitful experiences.

In 1956 he retired from his administrative responsibilities to his first love: linguistics scholarship. This was the occupation to which he was devoted: when engaged in it his step quickened, his eyes sparkled, and his whole person luminesced with the consuming interest which continued unabated until the day of his death. In consequence, his scholarly productions in linguistics and lexicography were indeed prodigious, and the depth of his knowledge of the Latin-based languages was such that he was clearly pre-eminent among all Romance linguists.

His memory is forever honored at the University through the Edwin B. and Leonore R. Williams Humanities and Language Hall, dedicated in 1972, which stands upon the corner of 36th and Spruce Streets, and nothing could be more appropriate, for the building is a most well-planned, utilitarian, and architecturally delightful one devoted to the humanities and languages he loved so well.

He will be sorely missed by the scholarly institutions of which he was the staunchest pillar, and the broad academic communities that he served so well, but particularly by the host of friends whom his personal charm had won through many years, and most of all by his beloved wife, Leonore, to whom our deepest sympathy is extended.

Gaylord P. Harwell, President Emeritus

CHANGE IN DR. BROWN'S MEMORIAL

The South Asia regional studies department reports that the May 16 memorial service for Dr. W. Norman Brown has been rescheduled for 3 p.m. at the University Museum.

COMPETITIVE HONORS

Early returns indicate that Penn students fared well in this year's competitions for major scholarships and fellowships. Awards and award recipients thus far include:

Fulbright Fellowships: the Fulbright national preliminary selection committee has approved the applications of six Penn students for graduate study abroad in India, Pakistan and Brazil. Probable recipients: Sara S. Cohen (GSAS), Richard J. Cohen (GSAS), Louis Flam (GSAS), Jenny L. Kissinger (CW—official recipient), Michelle E. Maskiell (GSAS), Carl E. Pray (GSAS).

Danforth Fellowships: A College for Women senior (Michele Root) was selected for the highly competitive fellowship for students committed to college teaching, while a senior in the College received honorable mention (Robert L. Beitcher).

Churchill Scholarships: open to only two student nominees each from thirty selected institutions (including all the Ivies, MIT and Cal. Tech.), both of the seniors nominated by the College of Engineering and Applied Science were awarded one of the six to eight available fellowships for study or research at Churchill College, Cambridge. Recipients: John F. Brady, Donna I. Clott (Ms. Clott declined this fellowship in favor of a Thouron Scholarship).

Thouron Scholarships: Penn's most prestigious scholarship was awarded to eight students to pursue graduate studies at a college or university in Great Britain. Recipients: Donna I. Clott (CEAS), Katherine S. Gordon (CW), Kathleen M. Ivers (GSAS), Brooks R. Koll (C), Gene S. Schnayer (C), Elizabeth A. Vogdes (GFA), Charles H. Wardlaw (CEAS) and Robert A. Wilson (C).

James B. Yarnall, Director
Office of Fellowship Information and Study Programs Abroad

LETTERS

MORE ON LAYOFFS

This letter is in response to two previous letters published in Almanac on the subject of layoffs and affirmative action.

Professor Rutman's assertion that seniority is an institution built up by discrimination (Almanac April 15) is irrelevant to the issue of forced layoffs due to economic circumstances. California Superior Court Judge Lyle Cook put it well when he said in a recent EEO hiring program decision that "new, invidious discrimination must not be used to heal the wounds of old invidious discrimination." Professor Lesnick has suggested (Almanac March 18) that the University administration "review this matter (layoffs) in a conscious and reasoned way." In my way of thinking, Professor Rutman does not wish to follow this advice.

A recent Appeals Court decision (U.S. Court of Appeals for the Third Circuit in a case involving the Jersey Central Power and Light Company) concludes the following:

1. Contractual seniority rules take precedence over E.E.O.C. imposed affirmative action plans (sometimes referred to as conciliation agreements). The court reasoned that Federal law mandates non-discriminatory hiring and does not deal with layoffs.

2. The argument that even racially neutral seniority systems perpetuate past discrimination (an argument presented by Professor Rutman) is not applicable. The individuals facing layoff are not necessarily those who were discriminated against (allegedly) in the past.

3. The Legislative history of the Civil Rights Act indicates an intention to preserve contractual seniority rules so long as these rules are not discriminatory (based on race, sex, or age).

Mr. Robinson of Personnel Relations is correct in his statement (Almanac April 15) that the legal questions are in review before the courts. This is a very complicated problem and if the problem of layoffs does not exist at the University then why get bogged down in the quagmire of fruitless discussion? If, however, the problem of layoffs becomes reality at the University, then the suggestions put forth by Professor Lesnick should receive serious consideration.

—Brian G. Costello, Wh '75

Dr. Rutman replies:

I have read and re-read Mr. Costello's letter carefully, irrespective of the legal points. I cannot avoid the conclusion that if seniority considerations so dictated, layoffs which affected only minority employees would be
ELIMINATION OF WATS SERVICE

Over the past two and a half years, the University has maintained a WATS system for calling the eastern portion of the United States. After an intensive study, we have decided to discontinue this service effective May 7 for the following reasons:

1. The hope-for savings have never materialized.
2. Presently, there is no method of allocating WATS expenses back to the originating party. This runs contrary to the purpose of responsibility centers and encourages the use of WATS lines by unauthorized parties.
3. The rates for WATS have recently been raised substantially and we are being charged overtime for using the lines in excess of the stipulated maximum number of hours per month.
4. In late 1975 or early 1976, the Bell Telephone Company will make available a system through which WATS calls can be billed back to the originating station number. Elimination of WATS now will provide us with the appropriate data base of information on which to make an intelligent decision on whether to reinstall WATS at that time.

The foreign exchange line to Southern New Jersey, (p. iv in the campus directory) will not be affected by this change. If and when a decision is made to reinstall WATS late in 1975 on a charge-back basis, full details will be provided at that time.

—Steven D. Murray
Director of Transportation and Communications

acceptable to him. Of course, this is exactly what the issue is about, both practically and as a matter of principle.

What Mr. Costello's position really means is that under the impact of financial stringency, discriminatory practices in hiring can be replaced by discriminatory practices in firing but whereas the law bars the former, it is claimed to sanction the latter. I would submit that the law is an evolving humane society.

What Mr. Costello's position really means is that under the impact of financial stringency, discriminatory practices in hiring can be replaced by discriminatory practices in firing but whereas the law bars the former, it is claimed to sanction the latter. I would submit that the law is an evolving humane society.

I would like to second the sentiments expressed by Messrs. Kidd and Dickson in their “Response on Almanac Guidelines” which appeared in the Almanac for April 29, 1975. In the past few years, we have heard a great deal about the supposed existence of a “One University.” In practice, this does not seem to be quite the case.

During the many years of my connection with the University, I have had the opportunity to observe and to come to the conclusion that there are two universities — academic and administrative/supervisory staff — oftentimes with minimal communications between them. This situation has been made clearer to me during the past two years as I have been sitting on the University Council as representative of the Librarians Assembly. Here again, The Council seems to be primarily an extension of the Faculty Senate and not a full-fledged University-wide advisory council to the President.

Is it not time that a substantial bridge be built between these two groups? Meaningful participation by the non-teaching segment of the University in such activity as the ad hoc Committee on Publication Policy might well be a good beginning.

—Paul Gay, Associate Librarian

Professor Shayon responds:

The Standing Committee on Publication Policy for Almanac appreciates the responses from the Administrative Assembly (Almanac April 29) and from Mr. Gay, Associate Librarian (above) to the proposed

THINGS TO DO

Dr. Elsa Greene, coordinator of women's studies at Penn, discusses Women's Studies: The Conflict Between Self-Knowledge and Success, May 13, 9:30-11:30 a.m. in the Dietrich Library Conference Room. There is no admission charge.

The Wharton accounting seminars continue with Dr. Robert Swiringa of Wharton's Graduate School of Management, May 14, 3 p.m. in 410 McNeil.

The University Museum and the Philadelphia Dance Academy sponsor Dance Ethnology at the Museum. The May 10 program begins at 11 a.m. with an introduction and demonstration by coordinator Dr. Nadia Chilkovsky Nahumek. Highlights include performances of European classical dance, selections choreographed by Isadora Dunca, jazz works and two dance films. For a complete schedule: Joe Minott, Ext. 224-216 from University phones.

The Fourth International Festival of Films by Women continues in the Annenberg School Auditorium at 7:30 p.m. on May 9 with Sagan's Maedchen in Uniform, Olga Preobrajenskaia's Peasani Women of Rvazan, and Herstory by the San Francisco Women's Street Theatre. Ten films by Philadelphia women highlight the May 10 screenings at 7:30 and 9:30 p.m.

Tickets at $1 are available in the Annenberg School lobby one hour before show times. For more information: Annenberg School Library, Ext. 7027.

The menu features main-size portions of such traditional favorites as lobster tail, filet mignon and Cornish hen with an assortment of desserts including Mom's apple pie (bring your own flag)!

WOMEN'S FACULTY CLUB: MAY 12

The Women's Faculty Club will meet Monday, May 12 at 11:30 a.m. in the Law Commons Room of the Faculty Club. Dr. Mitchell Morse of the English department at Temple will discuss The Beauty Body and the Feminine Condition, a chapter from Sex, Race, Class and the Use of the Careless Metaphor, a book he is currently writing. To encourage discussion and criticism of the manuscript, copies-to-read are in the hands of Marion Kreiter, Math-Physics Library, Rittenhouse Labs; Alice Kennedy, Medical School Library Reference Department, Johnson Pavilion; Evelyn Butler, School of Social Work Library, 3701 Locust, Adelaide M. Deluva, 142 Veterinary School.

The session is open to women faculty and administrative staff and their guests at $2.75 per person, payable in advance to the WFC. c/o Dr. Deluva at Veterinary Medicine/Hi.

LATIN AMERICAN LITERATURE: AUGUST 24

The International Institute of Latin American Literature is sponsoring a conference on Surrealism and Hispanic American Literature, August 24-29 in the Hilton Hotel, 34th St. and Civic Center Blvd. There will be sessions on the works of Jorge Luis Borges, Pablo Neruda and the contemporary Latin American theatre. Conference participants will include such writers and critics as Enrique Molina (Buenos Aires), Fernando Ferreira de Loanda (Rio de Janeiro), Jose Emilio Pacheco (Mexico City), Ricardo Gullon (Madrid), Emir Rodriguez Monegal (Yale) and Michael Riffaterre (Columbia). For registration information: Dr. Peter G. Earle, department of Romance languages, Williams Hall, Ext. 7428 or 7430.
On Responsibility Center Budgeting

A Response to the Report of the Senate's Joint Subcommittee

by John N. Hobsbutter

First of all I would like to express my general concurrence with the thrust of this report [Report of the Senate Joint Subcommittee of Responsibility Centers] dated March 6, 1975, *Almanac* April 1, 1975, and its recognition of the many things that still need to be done. It says with considerably greater eloquence what I have tried to say in various places during the past several years. Perhaps some of you will remember my article on the budget system in the *Almanac* of about two years ago (2-26-74), where I put considerable stress on the necessity for developing the academic planning framework which the budget system itself is meant to help implement. I have some misgivings about the mechanisms proposed in this report for doing what still needs to be done, but none about getting them done.

If you'll forgive me, I would like to make some brief comments on the body of the report because it does raise some questions that I believe can be answered. Under Findings, the report contains some five paragraphs. The first of them points to some technical problems with the budget system. These have been very real. I believe at the present time I can say that they have been addressed and for the most part solved. I have to accept responsibility for some of these technical difficulties since I underestimated the load that the informational support systems of the budget system would impose on the very inadequate data base that the University had at that time. We've had a very busy two years improving the data base. We now have, emerging for the first time, a system of Penn Planning System Income and Expense reports that are available to each school and responsibility center in the University. The income-expense of each department is also available if such breakdowns are requested. We have developed individual budget models for each school which will enable each to ask the various kinds of "what if" questions about its future that it may want to explore in planning future budgets. We are working very hard on a system of encumbrance accounting which once and for all will get under control, we hope, the problem of budget overruns in the University. We are developing personnel planning models for the schools to use.

Just this year at the recommendation of the Budget Committee the President has accepted two very important modifications in the budget system, which I believe the Senate committee did not have a chance to examine. The first of these is a very great change in what we call the tuition algorithm—the way in which the income that each school earns through its teaching patterns is credited to that school. Up until recently we have been using without any alteration the raw current enrollment data with all of the wild fluctuations that occur from one term to the next, from one year to the next, in the teaching patterns in various schools. We have replaced this algorithm with a quite different one which is an exponential weighted average of the teaching history of the school. It has the effect of damping out the fluctuations and adventitious things that may occur so as to reveal only the persistent, long-range enrollment and teaching trends in each school. I believe these trends alone are matters to which each school must be responsive in its budget planning. The second recent change is that we have agreed that indirect costs, which in these days are so very difficult to control because of the decisions made by others, will be precalculated for each school for each prospective year. Thus, for next year we are precalculating the indirect costs for each school and we shall hold the school responsible only for what is precalculated. Any error that is made will be absorbed in the central income of the University and not become a responsibility of the school. I think that these things will address many of the technical problems the committee reported on.

The committee then goes on to discuss the incentives in the budget system and points to a "scramble for tuition income" and so on. This is a problem we have all recognized from the outset. I believe that the new tuition income algorithm will go a long way toward reducing this problem, since it will expose the schools only to the very long-range trends and not the day-to-day and year-to-year things that may happen. With respect to the question of faculty's taking actions to narrow opportunities for students in order to retain more of their tuition, I think we have to rely upon the general good sense of our faculties themselves. Our faculty members are chosen on the basis of devotion to academic quality. I think we have to have implicit faith that these motivations of our faculty will be their guiding ones regardless of the form of our budgeting system. If there are examples of improper behavior in some local parts of some faculties (and I am aware of some of these too), these surely are matters for those faculties as a whole to address with some urgency.

The report goes on to comment on a distinction between rich and poor schools. I interpret the language to mean these distinctions are particularly unfortunate if they call for searching scrutiny of the purposes and the quality of poor schools and allow the rich ones to escape scrutiny simply because they are rich. This is surely no one's intention. The Academic Planning Committee's plans for review procedures, including external peer group review, will certainly go a long way to ensure that no school escapes scrutiny with respect to its purposes and quality simply because it happens to be rich. Also, you may be interested to know that this spring before the end of the term—which is now getting close—the Budget Committee proposes to take up the question of the establishment of a system of taxation among our responsibility centers, a system of progressive taxation which would help to generate the kind of central funds that are needed to maintain innovation, to invest in quality and in the general welfare of the University. We already have some ideas along these lines.

On finding number 4 of the report, the Academic Planning Committee's work must go forward. This has proved to be a particularly difficult area in which to work; the Committee has had a difficult time. It has spent three years on its task of developing indicators of quality. It stands now on the threshold of some real progress and if Professor Klein comes in he may wish to tell you of this work.

I could not agree more with the plea in this report for a simplification of the planning process and the coordination of all of the planning activities that are going on. If I might add a parenthesis, the resolution that has just been adopted to set up still another review committee is laudatory in itself, but really requires now the sorting out of the various responsibilities of other groups.
These remarks by the Associate Provost were delivered at the ALMANAC Mav6, 1975

...reflection on the status of all these and I can tell you that every school does now have an active planning committee. Most of the activity of these committees during recent months has been directed at planning for the Development Drive of the University which will be launched in the fall. The schools have been very hard at work with very detailed planning for the Drive which in many respects is academic planning for the immediate future. On recommendation 3, the Provost and I do consult the Academic Planning Committee on all major new academic programs; Professor Klein can tell you something about these if you wish. Number 4 relates to the question of straightening out who does what in planning, which I have already discussed. I guess it is with respect to recommendation 5 that I have my only real difficulty with this report, because the recommendation would lay seven major responsibilities on either the Academic Planning Committee or on some new instrumentality of that sort. The current Academic Planning Committee has been engaged for three years, almost to the brink of its capacities, on only two of these seven things. And it is hard for me to imagine that a committee, operating within the time constraints that committees have, can take on all seven major responsibilities. To my mind the matters must be led mainly by administrative people who can devote full time to their tasks. But of course we administrators must be accountable to a central planning instrumentality, must meet with it, and must subject what we are doing to its review. I am not in any way saying that the seven tasks should not be done; they are critical. I am concerned that our procedures be such as to facilitate doing them.

These remarks by the Associate Provost were delivered at the Faculty Senate Meeting April 23, 1975.

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Philadelphia: A World City

A transnational project is under way at the University to study Philadelphia as a world city, and to link this study with studies of several other world cities, in the United States and in other countries.

The main object is to examine the ways in which Philadelphia participates in international life, and the ways in which the international system affects Philadelphia. This will involve a careful study, based in part on personal interviews, questionnaires, and computer analysis, of a vast body of data regarding the international role and activities of official and unofficial agencies and individuals in Philadelphia.

If similar studies can be carried out in other world cities, some useful comparative profiles of the international dimensions of global cities can be made. (A similar study is already well under way in Columbus, Ohio, under the supervision of Professor Chadwick F. Alger of the Meeson Center of the Ohio State University. The methodology of the Philadelphia project will be patterned on that being used in the Columbus project. Professor Alger has given assurance of his interest and support.)

It is hoped that the Philadelphia project can be linked with the plans for the Bicentennial in Philadelphia. Assurances of interest and support have already been given by key people involved in plans for the Bicentennial, as well as by key people at the University of Pennsylvania. Contacts will be established with other universities and colleges in the area, and with many individuals and groups in the Philadelphia community. Two advisory committees—one consisting of internationally-minded community leaders and representatives, the other members of the University of Pennsylvania faculty and administration—will be formed to give guidance to the project.

The project is designed to lead to reports and findings which will be of general public interest, as well as to more specialized and more academic studies. As an end product the project should provide a panoramic view of the involvement of Philadelphia and its citizens and organizations in transnational activities that will change the image of many people of the role and extent of involvement of this community in international life. The links between Philadelphia and the world outside the United States do not lead to a few individuals or institutions in Philadelphia, but are scattered and decentralized. Indeed, the fact that even people highly active in transnational activity perceive only a small part of the transnational life of the entire community is the most important reason for carrying out this study. There is an illusion of detachment from the world outside the United States that is not justified by fact.

The forthcoming Bicentennial should provide an exciting milieu for the conduct of this project. Suggestions, inquiries, and widespread cooperation and support will be welcome.

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Professor of Political Science

Ed. Note: Dr. Palmer can be reached at E-130 Dietrich Hall, Ext. 7662 or 7641.

Philadelphia Transnational Project

(Philadelphia as a World City Project)

City Advisory Committee

William W. Bodine Jr., president, World Affairs Council of Philadelphia
Richard P. Brown Jr., Esq., Morgan, Lewis & Bockius
Edwin J. Foltz, vice-president for corporate relations, Campbell Soup Company
Vartan Gregorian, dean, Faculty of Arts and Sciences, University of Pennsylvania
Frederick Hildring, president, Philadelphia National Bank
Thacher Longstreth, president, Greater Philadelphia Chamber of Commerce

University Advisory Committee

Lucy Behrman, director, Urban Studies Programs
William W. Brickman, professor of education
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Vartan Gregorian, dean, Faculty of Arts and Sciences
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John S. Morgan, professor of social work
Covey T. Oliver, professor of law
Norman D. Palmer, professor of political science and director, Philadelphia Transnational Project
Howard V. Perlmutter, director, Multinational Enterprise Unit
Frederick G. Rainey, professor of anthropology and director, University Museum
Oliver P. Williams, chairman, political science department
Marvin E. Wolfgang, professor of sociology and director, Center for Studies in Criminology and Criminal Law.

(Chairman)
The author of the following notes that his Almanac text is adapted from a letter he wrote earlier to George Budd, director of labor relations; Mr. Budd is the "you" referred to below.

Nonacademic Grievances
A Critique from a Grievance Panelist

In the absence of specific identification of the author of the "Personnel Fact Sheets" which have recently been distributed on campus, I am obliged to direct my comments to you, although I personally believe that these statements emanate from some other source. I sincerely regret that the author(s) lacked the integrity to properly identify himself (themselves), which indeed raises the question of credibility regarding the information to be found in these alleged "Fact Sheets".

I wish, in particular, to direct my comments to the question of nonacademic, nonunion grievance procedures since I have had personal experience as a panel member in the first such case which traversed the entire route. To begin with, you may wonder why a staff member in an A-I classification wishes to address himself to matters pertaining to an entire route. To begin with, you may wonder why a staff member in an A-I classification wishes to address himself to matters pertaining to an organizing drive directed toward A-3 personnel. The answer is rather self-evident, since truthfulness and accuracy are vital matters when considering classification wishes to address himself to matters pertaining to an organizing drive directed toward A-3 personnel. The answer is rather self-evident, since truthfulness and accuracy are vital matters when considering the statements made in the subject memorandum as actual facts. Moreover, the question of grievances affects the entire University community, including faculty as well as support staff. Although the academic staff have a separate procedure, theirs is ultimately as dependent as ours on the good faith of the administration in implementing it in a nonarbitrarily manner.

At once we can dismiss without merit the first three choices mentioned in "Fact Sheet No. 3", since they deal with complaints in an informal, random, and arbitrary manner, and in practical experience frequently leave the employee exposed to intimidation and reprisal from unscrupulous superiors. The fourth choice is another matter, since it potentially involves a theoretically impartial panel of the employee's peers to carefully evaluate all the facts in a specific case, and to make realistic recommendations regarding its solution and disposition based upon the facts. At this point, certain problems arise, since the appeal panel's recommendation is in no way binding on the University. Therefore, the Provost or Vice-President for Management may in fact dispose of the case in any way he wishes, ignoring the panel's recommendation if he chooses and thereby obviating the need for a panel in the first place.

To illustrate, let us examine the grievance case on which I served as a panel member, just to see how well it works utilizing the University's grievance mechanism. I refer to the case of "Daniels vs. the Institute of Neurological Sciences", filed in the Office of Equal Opportunity in an Employee Complaint Summary on May 3, 1973. For purposes of review, it must be assumed that a full transcript of this case is on file in the Office of Equal Opportunity, since all panel meetings were both taped and session stenographed. Therefore, it is only necessary to summarize the chronology of this case and compare it with the terms of the nonacademic grievance policy of record.

Daniels (hereinafter known as the employee) received notice of termination from the Institute in the Institute of Neurological Sciences (hereinafter known as the department) on April 9, 1973. Believing that his termination was unfair and without substantive justification, in view of his record of job performance, recommendations for promotion and seniority within his work unit, the employee initially exhausted each of the first three procedural steps referred to in "Fact Sheet No. 3", but without any relief of his complaint. The employee was thereafter released from his duties on April 27, 1973, and was terminated from his employment with the department and the University on June 30th. Subsequent to the failure to resolve his case by other means, the employee filed a complaint summary on May 3, 1973 with the Office of Equal Opportunity, following earlier consultations with the director of that office. As stated in the preface and in sections 2 and 3 of the grievance mechanism for nonacademic staff, no change in an employee's status may occur pending resolution of a grievance, and furthermore, the Executive Director of Personnel Relations must seat an Appeals Panel within 15 working days, if the grievance is not otherwise resolved.

What actually occurred, however, was in sharp contrast with the terms of the University's official grievance policy. First of all, the Executive Director of Personnel Relations, Gerald Robinson, took no action to prevent termination of the employee, and in fact did not respond to the employee until August 28, 1973, at which time he challenged the employee's right to file a grievance at all, suggesting that the employee file a complaint with the Human Relations Commission in City Hall instead. In my opinion, Gerald Robinson's action showed arrogant contempt regarding the terms of the grievance procedure of record. He not only failed to execute the duties of his office in preventing the termination to occur but he waited more than 3 months beyond the maximum of the required 15 days to resolve the grievance before he even communicated with the employee, let alone taking action to seat an appeals panel. The effect of the August 28th communiqué was to chastise the employee and change his right to grieve.

On Fact Sheet #3

The fact sheet referred to in Mr. Horn's letter, too lengthy to include in this issue, has been distributed to all departments of the University and is available on request from Mr. Budd by calling Ext. 6018. It is one of a series similarly available to any member of the University.

The nonacademic grievance procedure as it now stands was published in Almanac April 1, 1975. Copies are available in the Personnel Office, 116 Franklin Building, or from Almanac Ext. 5274.

ON FACT SHEET #3

The fact sheet referred to in Mr. Horn's letter, too lengthy to include in this issue, has been distributed to all departments of the University and is available on request from Mr. Budd by calling Ext. 6018. It is one of a series similarly available to any member of the University.

The nonacademic grievance procedure as it now stands was last published in Almanac April 1, 1975. Copies are available in the Personnel Office, 116 Franklin Building, or from Almanac Ext. 5274.
employee relationship, the University is free to terminate any employee at any time without cause, and without regard to ability or seniority, so long as it does not violate federal or state laws designed to prevent unfair labor practices.

I noted with some interest, a claim made on "Fact Sheet No. 3" which implied that the resolution of grievances in a collective bargaining unit is made at the discretion of the union officers. This statement led me to inquire of Local 590 officials as to its accuracy, and have been informed that the statement is untrue, and that its author is seriously mistaken. Local 590's constitution specifically guarantees the right of members to demand that their grievances be processed promptly. The merits of individual grievances may be reviewed by the entire membership and carried as far as necessary in order to achieve equitable resolution. Nonunion University personnel lacking these specific safeguards are left to flounder in a bureaucratic quagmire of red-tape, with no legal recourse for the resolution of their complaints, completely at the whim of a Gerald Robinson or Paul Gaddis, as is illustrated in the foregoing case: Daniels vs. The Institute of Neurological Sciences.

It is regrettable that the "Fact Sheets" are so devoid of accurate information, and that so many University staff members are being misled by the dissemination of half truths. The support staff, which is often overlooked by senior management, has been further underestimated by the publication of these distortions. In order to retain some semblance of credibility, management should either cease publication of the "Fact Sheets" altogether, or furnish qualified and documented facts in order to provide information of meaningful value.

—Edward Horn, Research Specialist, Biology

Mr. Horn's text was forwarded by Almanac to those mentioned in it, and further forwarded by Mr. Budd to James Robinson, who administers the nonacademic grievance procedure. Mr. Robinson responds:

As Equal Opportunity Officer for the University and coordinator of the grievance mechanism for nonacademic staff, I would like to review the grievance procedure in light of the case of Albert Daniels vs. the Institute of Neurological Sciences.

The grievance procedure for nonacademic staff was developed and made official in the spring of 1973. While the procedure had been announced to the University community, one of the components had not been completed; that was a list of suggested names supplied by the University groups from within which a name could be selected to serve as a third panel member. In fact, the list of third panel members was not completed until August 1973.

On August 28, 1973, a letter was sent to Mr. Daniels from Gerald Robinson, Executive Director of Personnel Relations asking for clarification on the next step in Mr. Daniel's case.

Three options were outlined to him:

1. To choose not to pursue the case.
2. To ask the University to pursue the matter.
3. To file a complaint with the Philadelphia Human Relations Commission.

At Mr. Daniels' wish a panel was constituted and several sessions held with the aggrieved and faculty members involved in the case. An outside consultant was brought in to review budgetary aspects of the case. I will not attempt to review the details of panel deliberations, but will focus on the conclusions.

Procedurally, there was the technical question of the validity of Mr. Daniels' complaint since it was filed after he had received his termination notice. However, it is true that from July 1, 1973 and during the panel hearings, he was officially terminated from the University. (As a result of this case and one possibility that like situations might arise, the Personnel Office issued on August 29, 1973, a memorandum covering Termination Policy for A-1's, nonunionized A-3's and A-4's. Among other things it clearly states that in cases where a grievance is in process, the termination review may not take place until the grievance is resolved. Since this question was unresolved at the time of Mr. Daniels' firing, the decision was that the case would be heard after termination.)

At the end of its deliberations, the panel recommended that Mr. Daniels be compensated from the time he was terminated June 30, including accrued vacation, up to such time as the case was finally completed which was December 1973.

A review of industry-wide practice in such cases, however, seemed inconsistent with the panel's recommendation. The final disposition, therefore, was that the University would compensate Mr. Daniels from June 30, 1973, until he was once again gainfully employed (which occurred in August 1973). Also it was provided that if Mr. Daniels' new salary turned out to be less than his University salary, he would be paid the difference accrued between his August employment date and the December disposition of the case.

A number of persons and groups within the University have raised the issue of a panel's recommendation being binding upon the aggrieved and the University. There are several reasons why our existing procedure does not include adherence to binding arbitration. First, our panels are not made up of professional arbitrators but of University employees who basically attempt to sort out the pieces of a given grievance, and, based on how they see the case, give an objective opinion and recommendation. Secondly, while their opinion and recommendation may be good and logical in themselves, they may or may not coincide with University policy. A recommendation that challenges policy is not a signal to overturn policy in an ad hoc way, but it may—and does—lead to careful reconsideration.

As for an aggrieved person who is still unsatisfied after exhausting the University grievance mechanism, he or she may take the case to the Philadelphia Commission on Human Relations; to the Pennsylvania Commission on Human Relations; to the Equal Opportunity Commission; to the Office for Civil Rights, HEW or to the Labor Department.

Finally, what is our nonacademic grievance procedure designed to accomplish? Provent Eliot Stellar and Paul Gaddis, Vice-President for Management said it in response to Mr. Henderson's original grievance procedure: "An effective grievance procedure must achieve two aims. It must provide an efficient and equitable mechanism to hear and resolve individual allegations of unfair treatment in personnel matters such as compensation, promotions, work assignments, and the like. It must also serve to sensitize management to those issues, especially regarding sex and race; issues which can be expected to underlie many individual grievances, and, to effect fundamental changes in management policies and procedures which are discriminatory or otherwise unfair to employees."

We have had some revision of the grievance procedure based on experience, and if we are serious and concerned about employee grievances there will no doubt be other changes as deemed necessary. I will be glad to discuss any aspect of the grievance plan with anyone. Stop in or give me a call at Ext. 6993.

—James Robinson, Administrator Office of Equal Opportunity

A-3 ASSEMBLY: NOMINATIONS TO MAY 9

The nomination period for A-3 Assembly Spokesman, Steering Committee (2 members) and Coordinating Committee (8-11 members) has been extended to May 9. Signed nominations should be submitted to William Hoffman, 191 Towne Building D3, Ext. 7187.

A-3 ASSEMBLY: GENERAL MEETING MAY 8

Dean Vartan Gregorian will discuss the Faculty of Arts and Sciences as it concludes its first year under the new structure at the A-3 Assembly General Meeting, May 8, 1-2 p.m. in the Ivy Room of Houston Hall.

INFLATION STRIKES AGAIN!

The limit on equipment purchases that must be bid competitively has been raised from $750 to $1000, the Purchasing Office announces. Also, petty cash now covers items up to $25 instead of $10 as before. The Purchasing Office is now verifying all invoices over $500, otherwise payment may not be made. The Purchasing Office is now verifying all invoices over $500 with the ordering department before payment, but still makes prompt, automatic payment of invoices under that amount. Nondelivery, shipment of wrong goods or receipt of damaged goods should be reported by the ordering department. Purchasing does not check under-$500 orders or payments within a reasonable period on the assumption delivery was made.

These and other useful bits of information—such as the need to prevent use of slugs in coin-operated copy machines, availability of Blackfeet Tribe pens and pencils for affirmative action in purchasing, and certification of open-house orientations in Purchasing and in Accounts Payable—are in Robert M. Ferrell's Purchasing News of Note. To be on the mailing list: Ext. 7216.
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)

ACCOUNTANTS II (2) to help prepare financial statements, analyses, reports and schedules; prepare journal entries; audit and analyze subsidiaries' ledgers. Qualifications: College degree in accounting or equivalent experience; at least two years' progressively responsible accounting experience. $10,675-$13,275-$15,875.

ADMINISTRATIVE ASSISTANT, responsible to dean, to manage work flow of school's administrative activities; prepare reports, grant applications, budgets and personnel records for academic and administrative staff; arrange meetings and school activities; interpret and relay school policies. Qualifications: At least three years' progressively responsible experience in office and personnel administration, academic records, budget preparation. $8,075-$10,050-$12,000.

ASSISTANT TO DIRECTOR IV, Annual Giving, responsible to Director of Alumni Annual Giving for assistance in the Dental Alumni Giving Campaign to raise unrestricted funds from Dental alumni, Dental Hygiene alumni and postdoctoral dental specialists; maintain liaison with Dean for program coordination. Qualifications: College degree, preferably from Penn; three to five years' experience in fund-raising, public relations or related field; proven skill in organizational ability and coordinated fund-raising work; ability to supervise work of others and effectively direct efforts of large-scale volunteer programs. $14,125-$17,600-$21,050.

CATALOGUER LIBRARIAN II to catalogue and classify treatises acquired by Law Library; assist in supervision of clerical staff. Qualifications: M.I.L. degree: experience in dealing with legal materials; highly desirable; foreign languages helpful. $10,675-$13,275-$15,875.

EXECUTIVE DIRECTOR of the Big Five Basketball Program, to handle promotion and advertising (all media including Pa/estra Illustrated); coordinate schedule; develop ticket promotion program; handle concessions. Qualifications: College degree; four to six years' experience in promotion, advertising sales and management; basic knowledge of athletic programs. Salaries to be determined.

RESIDENCE AREA DIRECTOR responsible for administering high-rise housing 1000 students and a low-rise housing 200, with residence counseling staff numbering over thirty, 24-hour desk staff, and office staff; counseling, staff selection and budget supervision; coordination with University academic offices and B&G. Qualifications: College degree, preferably with counseling and student services background; at least two years' progressively responsible experience in student personnel administration and counseling, including management responsibility. $8,075-$10,050-$12,000.

RESIDENCE AREA DIRECTOR responsible for administering facilities in the Quadrangle's 39 contiguous buildings and Boulton Triangle; responsible for four budgets, counseling, programming and staff selection, and for coordination with B&G, Security and Safety, and with numerous other University academic support services. Qualifications: College degree, preferably with counseling and student services background; at least two years' progressively responsible experience in student personnel administration and counseling, including management responsibility. $8,075-$10,050-$12,000.

SENIOR RESEARCH COORDINATOR for HMO Training Program, reporting to Program Director; assist in scheduling lectures, developing lectures and materials, recruiting and interviewing program candidates; coordinate placement activities; interact with nationally-known figures in HMO; assist in budgetary and administrative aspects of program, supervise secretaries, set priorities. Qualifications: Master's degree in health care administration, effective general administrative and communication skills (oral and written), ability to get along with diverse groups, knowledge of health and HMOs. $12,300-$15,325-$18,350.

SYSTEMS ANALYST, responsible for development and implementation of computerized information system involving the processing of data to be collected by organizations throughout the country. Design and prepare output reports responsive to needs of individuals with varying amounts of technical background; supervise programming support staff, prepare documentation for both data collection procedures and systems routines which is extensive enough to permit complete systems operation by an outside group after conclusion of the developmental phase. May also involve training outside personnel in operation of the system. Qualifications: Graduation from recognized college or University; coursework in data processing, statistics, and business administration helpful. Knowledge of COBOL desirable. Project management experience in design implementation of computerized information retrieval systems. Familiarity with large scale data processing operations and peripheral devices. $12,300-$15,325-$18,350.

SUPPORT STAFF (A-3)

BILLING ASSISTANT, Medicine (4/29/75).

LICENSED PRACTICAL NURSE, Graduate Hospital (4/29/75).

MEDICAL SECRETARY (4) (2/18/75).

RESEARCH LABORATORY TECHNICIAN III. Five positions announced March 4 through April 29.

RESEARCH MACHINIST I to operate all standard metal working machine tools in the fabrication, modification and assembly of parts for experimental apparatus and instrumentation; work to close tolerances from drawings, sketches or verbal instructions. Qualifications: Completion of an approved four-year apprenticeship or equivalent experience in a research facility; knowledge of shop mathematics and of working properties of all principal metals, alloys and synthetic materials. $7,925-$9,325-$10,800.

SECRETARY I (4/15/75); II (6/25/75); III (3/4/75); IV (4/29/75).

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SECRETARY I (4/15/75); II (6/25/75); III (3/4/75); IV (4/29/75).

RESEARCH LABORATORY TECHNICIAN II. Five positions announced March 4 through April 29.

SENIOR COLLECTIONS ASSISTANT. Qualifications: At least five years' experience in handling accounts receivable; good typing skills and telephone manner; some business school training. Familiarity with accounting and data control procedures helpful. $7,050-$8,600-$10,150.

TECHNICAL SECRETARY, legal (4/29/75).

TECHNICAL TYPIST to operate 18-button call director; file; perform other miscellaneous duties. Qualifications: Excellent typing skills. $5,700-$6,750-$8,700.

HOURLY RATE (A-4)

DENTAL HYGIENIST, Penn Urban Health, 2 days, wk. (3/4/75).

LABORATORY ASSISTANT, hospital, flexible hours, to stock testing solutions and maintain several small orderly, clean labs. Qualifications: Clinical lab experience; familiarity with medical testing solutions.

RECREATION INSTRUCTOR, women's self-defense (4/8/75).

TECHNICAL TYPIST, Economics, 2 or more days, wk., to type technical reports and letters; answer phones. Qualifications: Fast, accurate typing skills; experience typing mathematical text helpful.

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Editor ............................................ Karen C. Gaines
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Distribution ........................................ Dana Cummin

ALMANAC May 6, 1975