Prof. Wales: Time to return to other matters

## Advice Now. Consent Later?

### Governance report may disappoint some for its lack of controversial recommendations

The problem was one that administrators everywhere have had to grapple with: increasing frequency and increased frustration. How to maintain the present levels of performance during a period of diminishing resources. In March of last year the University of Pennsylvania's Athletics Department had to face with this knotty dilemma and solved it, by slicing ice hockey off its varsity sports schedule.

Penn students, indignant over the cold treatment they suspected had been given the sport, sat in at College Hall for four days. When it was all over the University had established a Task Force on Governance similar to the one that had convened for a time in 1970.

Prof. Walter D. Wales, chairman of the 17-member committee, said prior to releasing copies of the Task Force's final report yesterday morning to members of the University Council that "It's possible that the wider community will be disappointed that we didn't find any solution to the allocations problem. But we haven't seen any new mechanisms for making these decisions."

Wales, who heads both the physics department and the University Senate, concudes that "it's not clear" whether an ice hockey-type situation could arise again at Penn. "For example," he notes, "if the director of athletics, God forbid, has to publicly discuss cancellation of one of five sports, that would kill all of them. Student athletes would go somewhere else."

The 36-page Task Force Report, issued in limited quantities during the summer to virtually no response, was the product of some 25 sessions at the Faculty Club, according to Wales. Four students, including an observer, sat on the committee. Says Wales: "They worked out great."

In general, "the meetings were very cordial. We had differences of opinion, but everyone on the committee displayed a great deal of patience with each other," says Wales, a Swarthmore resident. "I don't even know who suggested the idea of having a task force—maybe it was the president. I first heard about it when he asked me to be chairman. I wasn't paying much attention to it at all before that."

Wales suggests that "the most controversial part of the report is that we didn't make any controversial recommendations." However, on at least one matter taken up by the advisory panel there was some clear discontent. The student panel members, alone among their colleagues, voted to have faculty and student representation on the Board of Trustees.

In a sharply worded dissent, the student Task Force members wrote that "This failure

(See ADVICE, page 4)
Ten Days in September

Ten days can be a long time. The entire world, after all, was whipped up inside of a week—or so millions believe.

As the new editor of ALMANAC, I arrived on the Penn campus exactly 10 days ago, the morning following the Labor Day holiday. What little I have learned about this institution in that period is that it's a mighty good thing that Penn had not been put in charge of inventing the universe.

That is in no way meant to be a disparagement. Indeed, I am delighted by the vigor of Penn people. Those of you I have met have impressed me as being bright, articulate, and who have been around for a while. ALMANAC can play an instrumental role in providing a sense of cohesiveness, but more on that later.

I wish to remind faculty and students that ALMANAC hear from you, please.

When we are doing a good job, tell us. On the other hand, when we bungle something (or at least when you think we messed up) we have little doubt that you will bring the error of our ways to our immediate attention.

Last year at this time a paperback book was published which bore my name as its editor. I sat back and awaited the avalanche of mail that I anticipated would find me. Perhaps a dozen letters actually did. I hope that experience is not repeated here. My office, though small, could handle a sack of mail each day.

I am not so foolish, though, to believe that you will inundate ALMANAC during the coming week. By the time another 10 days have passed, however, I fully expect to find samples of your florid prose drifting around the office. Consider this your way of helping an ex-Pittsburgher understand the University of Pennsylvania, an invaluable opportunity to simultaneously educate your editor and your associates.

If we all keep at it, ALMANAC has a chance to make Penn a more satisfying—if not necessarily a more fathomable—place.

—C.N.

Letters

I wish to remind faculty and students that no examinations may be given or assigned work made due on Monday, October 1st, which is Yom Kippur. Rosh Hashanah falls on Saturday, September 22nd, and faculty should be aware that some students may need to travel on the Friday before, although there is no formal prohibition on examinations or assigned work on that Friday.

Students who are unable because of religious observances to take examinations on days other than October 1st must make arrangements with their instructors by Friday, September 21st. If instructors are informed of the dates of all religious obligations by the 21st, the students have a right to make up examinations given on the dates of those holidays or obligations.

VARTAN GREGORIAN
Provost
To the Great Wall

And, for Dr. Bordogna, back—to Philadelphia

Anxious to repair damage done during the Cultural Revolution (1966-1976), the Chinese Institute of Electronics recently invited the Moore School to send a group to China to interact with faculty and government officials in order to promote exchange programs in the electrical, electronic, computers, and systems disciplines.

In response, the director of the Moore School, Dr. Joseph Bordogna, and the three Moore School department chairmen established a delegation to visit China. They were there from July 3rd to July 17th.

“An initial notable facet of the technological problems in the People's Republic of China is that during the Cultural Revolution, no one was educated above the university level,” Bordogna observes.

He adds that “we felt that a visit and the exchange programs which could result from it would be the best service we as engineers and educators and university faculty could render in the context of the normalization of relations with the People's Republic of China.”

The delegation grew from the initial conception. Two professors, one beginning his career and the other at the high point, were added. Because they had been born and raised in China, these two facilitated communication between the delegation and the Chinese. “They helped us to understand the Chinese and helped the Chinese understand us,” Bordogna explains.

Also, both professors had family in China whom they had not seen for many years.

“Including them changed the aura of the delegation from a group of professors to a group of people,” says Dr. Bordogna. This change was further enhanced by the inclusion of the delegates' families.

Observes Bordogna: “Chinese culture is based on family tradition, strong family ties and commitments.” Bordogna said.

In the end, the delegation consisted of 16 persons, including three young boys. The delegation met with faculty and government officials at five universities in four cities in fifteen days.

Bordogna says, “The interaction on the technical level was exciting and was going on morning, noon, and night.”

Chinese students are very diligent. Their work, the group found, was meticulous. “Universities in China emphasize a strong mix of the practical with the theoretical to the extent that each university has a factory where students produce equipment for their own laboratories for direct sale to other universities and to government factories for commercial development.” Bordogna notes.

Between meetings there was time to see the laboratories and factories where, for example, the Chinese are developing their semiconductor industries, manufacturing integrated circuits with ingeniously improved clean rooms.

“Students who need oscilloscopes have to build them, calibrate them, and test their accuracy. It develops a real sense of self-sufficiency,” the Moore School dean says.

Between meetings there was time to see the more traditional sights of China: the Great Wall, the tombs of the Tong and Ming dynasties, the Forbidden City, and a breathtaking view of the life size terra cotta soldiers who were buried with China's first Emperor, Ch'in Shih Huang Ti, to protect him.

“There is a 1930s air about the place,” Bordogna muses. “The way people dress, the fixtures in the hotels, the automobiles, the shop windows. It is as if time stood still.”

China is a land of contrasts, especially when it comes to travel and hotel accommodations. The group stayed at hotels which ranged from old-world elegance to simply decayed. They traveled by train, both first and third-class.

Third-class train accommodations are crowded and unpleasantly hot in the summer. In fact, tourists generally travel only first class by train, so a brief descent to the third class, necessitated by a schedule change, was a glimpse of the "real China."

They also travelled by plane. This prompted one adventure Dr. Bordogna would rather not repeat. Flying on Friday, the 13th of July, his wife sitting next to him, Bordogna was uncomfortable. There was no air conditioning in the aircraft. Suddenly smoke started pouring in through the air ducts. Thinking quickly, Bordogna realized that the cabin was not pressurized, and the Chinese sky around them was cloudy. He was just able to reassure his wife and himself that the plane was not on fire.

Dr. Bordogna will present a full report on his trip to China, with slides, at the annual Engineering Alumni Dinner, Friday, Nov. 2. In addition to Dr. Bordogna, his wife and son, the delegation to China included Dr. Samuel D. Bedrosian, chairman of the systems engineering department; Dr. Aravind K. Joshi, chairman of the computer and information science department; and Dr. Robert G. Bedrosian, a scholar in Caucasian history; and Dr. Mark Sauchun Chang, assistant professor of electrical engineering and science.

—Max Lebow

Annenberg Receives Grant

Th Annenberg Center for Communication Arts and Sciences has received a grant of $250,000 from the Pew Memorial Trust, to be used over three years.

Annenberg will use a portion of the funds to attract major productions from America's leading regional theatre companies, at the same time intensifying audience subscription efforts. The funds will also be used to increase the number of special presentations offered at the Annenberg Center and to broaden and solidify the fund-raising and development programs now in operation.

WORTH NOTING

A digest of announcements, pointers, and miscellaneous matters worth bearing in mind this week

• The University's memorial service for the late Robert S. Brodey, professor of surgery, School of Veterinary Medicine, will be held Tuesday, September 25, in the Inner Courtyard of the University Museum at 4 p.m.
• "HOW I GOT MY JOB" is the title of a career program sponsored by the University Career Placement Office on Thursday, September 20, from 7 to 9 p.m. The program, which will take place in the Harrison-Smith-Penniman Room in Houston Hall, is subtitled "FAS '79 Alumni Return to Discuss Their Jobs and Job Searches." Recent graduates from a variety of academic majors in the arts and sciences will talk about jobs and job hunting in fields such as publishing, legal assistance, banking, medical research, and arts management. For further information, call Neil Plakcy at Ext. 4381.
• ALMANAC welcomes notices of recently published books by members of the University community for inclusion in the Books Briefly Noted column. Books will be cited, not reviewed, with reference to publisher, price and subject matter. The column will list books only — no papers, lectures, pamphlets, articles, etc. Address announcements to ALMANAC, 513 Franklin Building/16.

Correction

In the September 6 issue of ALMANAC, Joyce M. Randolph was incorrectly cited as associate professor of Germanic languages and literature. She is assistant professor in the Germanic languages and literature department. We regret the error.
Services Scheduled

**Rosh Hashanah—September 21-23**

- **Conservative Services:** Irvine Auditorium
  - Friday, September 21 - 6:30 p.m.
  - Saturday, September 22 - 9 a.m.
  - Saturday, September 22 - 6:30 p.m.
  - Sunday, September 23 - 9 a.m.

- **Reform Services:** Museum Auditorium
  - Friday, September 21 - 8 p.m.
  - Saturday, September 22 - 10 a.m.

**Yom Kippur—September 30-October 1**

- **Conservative Services:** Irvine Auditorium
  - Sunday, September 30 - Kol Nidre - 6:30 p.m.
  - Monday, October 1 - 9 a.m.
  - Monday, October 1 - Study Session - 4 p.m.
  - Monday, October 1 - Minchah - 5 p.m.

- **Reform Services:** Museum Auditorium
  - Sunday, September 30 - Kol Nidre - 8 p.m.
  - Monday, October 1 - 10 a.m.

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**Bovee to Vet School**

**Aims to “train clinicians and investigators”**

Dr. Kenneth C. Bovee, of Malvern, Pa., has been appointed chairman of the Department of Clinical Studies, Philadelphia Division, of the University of Pennsylvania School of Veterinary Medicine.

Announcing the appointment recently, Dr. Robert R. Marshak, dean of the Veterinary School, said that “Dr. Bovee brings to this central position a record of excellence in teaching and research and a considerable background of administrative experience.”

Dr. Bovee noted that the aim of the clinical studies department is “to train competent veterinary clinicians and clinical investigators. "We can do this in a very sophisticated way here at the University of Pennsylvania because we have a large spectrum of teaching and research specialists.”

The clinical studies department is comprised of 11 specialties, including the first Center on the Interactions of Animals and Society.

The clinical sections include anesthesia, clinical laboratory medicine, dermatology, epidemiology and public health, medical genetics, neurology, ophthalmology, radiology, small animal medicine, small animal surgery and oncology.

“Most of these areas are relatively new,” notes Dr. Bovee, “in that specialization has taken place within the last 10 or 15 years. What this means is that we now have a mature generation of teacher/investigators in these specialties and are now developing the next generation.”

Dr. Bovee added that the University has been a pioneer in the development of specialization in veterinary medicine that has led to a vast expansion of knowledge over the last 10 years.

Dr. Bovee first came to the University as a postdoctoral fellow at the Medical School. In 1967 he joined the Veterinary School faculty; he became an associate professor in 1970 and a professor in 1978. He has pioneered in the study of kidney diseases in animals, founding the subspecialty of nephrology in veterinary medicine.

From 1970 to 1976 he served as chief of medical services at the Veterinary School.

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**Down to the Wire**

**WXPN awaits FCC’s decision**

After close to a year of legal battles, University brainstorms, and listener support, WXPN-FM still has the shakes.

But there seems to be only one obstacle left now to approving the student-operated station's license application—a last-minute application for the frequency filed by the Chicago-based Institute for Black Political Studies, Inc. The application was rejected by the Federal Communications Commission for being “substantially incomplete,” and the group has until Sept. 29 to complete and file the application.

WXPN's lawyers, on the other hand, have not been resting. Last week they asked that the FCC quickly decide on the issue of WXPN's license before the station's temporary authority to operate expires.

Station manager Peter Cuozzo explained that the other application was so substantial that it was unlikely the Institute for Black Political Studies could complete it in time. If the Chicago application is not completed and accepted for consideration by Sept. 29, WXPN will be the only station applying for the frequency.

At that point, the FCC would have only to decide whether to give WXPN the frequency or not to award it at all. "It's pretty inconceivable that they would leave it blank," Cuozzo commented.

Because of obscenities broadcast in 1975, a complaint was registered with the FCC. Through a later series of decisions by the FCC, the station lost its operating license and was defeated in appeal of the decision.

It was then allowed to operate under temporary authority until the Oct. 10 deadline and later granted permission to reapply for a new license with the FCC waiving a rule which bars such reapplication for one year.

The station recently held an outdoor concert in Superblock, and it is getting its staff in good working order for the school year.

Cuozzo said it's finally getting to be a family-type thing again. Things feel good here at WXPN.
Summary of the Report of the 1978 Task Force on University Governance

The 1978 Task Force on University Governance was appointed by President Meyerson in the spring of 1978 to a) review the recommendations of the 1970 Task Force on University Governance and b) consider whether additional mechanisms might be advisable for making difficult decisions in a period of declining resources. The Task Force also considered the question of whether faculty members and students should be appointed to the Trustees. Copies of the complete report are available from the Office of the Secretary.

The review of the report of the 1970 Task Force revealed that many of the recommendations of that report had been accepted and implemented. Many others are either no longer pertinent or of much less pressing concern than they were a decade ago. However, the 1978 Task Force found that a number of recommendations, as yet unimplemented, appear to be relevant to current concerns. A few of these are:

Liaison Membership on Trustee Committees
The availability of faculty members and students as liaison members on Trustee committees could provide a very effective route to better communication and improved understanding. The Task Force recommended that one student and one faculty member be appointed to serve as liaison members on most Trustee committees. The Trustees have accepted this suggestion for 1979-80.

Codification of Procedures for Selecting the President
Although the election of the president is one of the primary responsibilities of the Trustees, it is generally agreed that it is important that faculty members and students participate in the search process. The Task Force has urged the codification of some mechanism to assure this participation.

Terms of Office of Academic Administrators
Although the 1970 Task Force recommended specific upper limits on the terms of academic administrators, these recommendations have not been accepted. The 1978 Task Force believes that guidelines on terms of service of academic administrators should be set down explicitly and that review procedures should be defined.

Integration of Undergraduate Education
The Task Force recommended that a serious study be made of the advantages and disadvantages of integrating undergraduate education at the University. Such a study is particularly timely since the Faculty of Arts and Sciences, which was a future possibility in 1970, is now a reality.

Advising and Counseling
The Task Force recommended that advising and counseling services, which are presently provided in many different areas of the University, be made the subject of an extensive study. The Task Force also recommended that the responsibility for coordinating advising and counseling services be assigned either to the Council of Undergraduate Deans or to an appropriate Vice Provost.

Faculty and Student Membership on the Trustees
The Task Force was aware that student and faculty membership on the Trustees could provide improved communication between the Trustees and the University community, and might assure access by faculty and students to decisions which affect them. The majority of the members of the Task Force believed that such membership would lead to erosion of the separation of responsibility between University constituencies. They concluded that the potential dangers of such membership clearly outweighed any advantages, particularly when other mechanisms are available for improved communication. However, a minority of the members of the Task Force believed that a one-year experiment with a student trustee would serve a useful purpose, and prepared a dissenting statement on this issue.

Governance Problems Created by Shrinking Resources
During a period of declining or static resources, such as that which the University appears to be facing for at least the next decade, decisions on allocation of resources will become increasingly difficult. Many painful decisions may be necessary for the continued vitality of the University. However, unless these decisions are made with great care, they may be so corrosive that they undermine the vitality they are intended to insure.

It is clear that ultimately any particular decision must be made by some particular administrator. It seems equally clear that the interests of the University are best served if each potential decision can be discussed as widely and openly as possible. In some cases, in which wide discussion could itself be damaging, consultation might be limited to a few representatives of appropriate constituencies.

The key to the solution of problems with resource allocation does not appear to be additional committees or special select panels or further steps in the decision process. The Task Force believes that the present array of committees is reasonably well-matched to the present needs of the community. It feels that it is important that the existence and operation of these committees be well publicized, and that resource to ad-hoc or informal committees be very infrequent. Effective resource allocation will require recognition by all elements of the community that painful decisions are likely to be necessary, and that excessive delay will often aggravate a difficult situation. It will also require that the administration recognize that those decisions may often be improved and will certainly be more acceptable, and hence less corrosive and more constructive, if consultation occurs as widely and as openly as possible. In this latter respect it is almost certainly better to err in the direction of overconsultation rather than in the direction of executive secrecy.

--Walter D. Wales
Chairman of the Task Force

ON CAMPUS

Contributions should arrive to the ALMANAC offices the Thursday before the Thursday in which the listing will appear.

Lectures/Colloquia
Monday, September 17
4 p.m. The History and Sociology of Science Department colloquium sponsors Pathology Before the Microscope in Seminar Room 101 of Smith Hall.
Wednesday, September 19
7 p.m. The Language in Education Program of the Graduate School of Education sponsors a series of colloquia. Dell H. Hymes, dean of the school of education, speaks on "Verbal Analysis of Native American Myths: Implications for the Role of Discourse in Culture in Sitter Hall's Auditorium, B-21."

Tuesday, September 18
4:45 p.m. Dr. William Labov, professor of linguistics and director of the urban language survey, delivers a lecture in the Psychology Department Colloquium Series in Sitter Hall, Room B-21. Coffee hour begins at 4:15 p.m.
Thursday, September 20
5 p.m. The Sixth Annual Julian Johnson Lecture in Cardiothoracic Surgery takes place with Dr. W. Gerald Austen, Edward D. Churchill Professor of Surgery at Harvard Medical School, speaking on "The Surgery of Aortic Myocardial Infarction." 8:15 p.m. The Honorable Leopold Quennis van Ufford, consul general to the Netherlands, delivers a brief talk prior to the film "70 Years in the Life of Queen Juliana of the Netherlands" in a special event marking the beginning of the second decade of the Dutch Studies Program at the University, sponsored by the Netherlands section of the Germanic languages and literature department. The location is the Fine Arts Building, Room B, and a reception takes place after the film.

(See ON CAMPUS, page 6)
## Administrative/Professional

### Accountant I (two positions)
- Monitors accounts receivable, processes cash receipts and petty cash accounts.
- Bachelor’s degree in accounting or three years of related work experience.
- Salary to be determined.

### Assistant to the Comptroller
- Manages payroll accounting and special line accounting interface.
- Bachelor’s degree in accounting.
- Salary to be determined.

### Assistant Controller of Physical Plant
- Assists operating functions and managing personnel.
- Bachelor’s degree in accounting or equivalent.
- Salary to be determined.

### Assistant Dean (four positions)
- Performs academic advising and administrative duties.
- Bachelor’s degree in education or training.
- Salary to be determined.

### Associate Administrator
- Coordinates accounting policies, budget and finance.
- Bachelor’s degree in accounting.
- 3-5 years’ experience in budget and finance.
- Salary to be determined.

### Executive Assistant to the Provost
- Assists with responsibilities.
- Bachelor’s degree in business administration.
- Salary to be determined.

### Librarian II
- Administers bibliographic operations and circulation data base input.
- Bachelor’s degree in library science.
- Salary to be determined.

### Program Coordinator
- Plans and implements academic programs.
- Bachelor’s degree in education.
- 2-3 years’ experience.
- $11,250-$15,850.

### Program Organizer
- Plans and implements academic programs.
- Bachelor’s degree in education.
- 2-3 years’ experience.
- $11,250-$15,850.

### Program Specialist
- Plans and implements academic programs.
- Bachelor’s degree in education.
- 2-3 years’ experience.
- $11,250-$15,850.

### Regional Director of Admissions
- Develops, implements, and administers programs to identify, recruit, and enroll students.
- Bachelor’s degree in education.
- 3-5 years’ experience in registration and computer skills.
- $14,850-$20,550.

### Research Specialist I
- Supervises scanning, imaging, and data analyses.
- Bachelor’s degree in science.
- 1-2 years’ experience.
- $12,900-$17,850.

### Research Specialist II
- Performs similar duties.
- Bachelor’s degree in science.
- 1-2 years’ experience.
- $12,900-$17,850.

### Specialist in Print Media
- Plans and implements academic programs.
- Bachelor’s degree in business administration.
- 2-3 years’ experience.
- $11,250-$15,850.

### Transfer Coordinator
- Plans and implements academic programs.
- Bachelor’s degree in education.
- 2-3 years’ experience.
- $11,250-$15,850.

### Writer/Editor
- Develops and implements academic programs.
- Bachelor’s degree in communication.
- 2-3 years’ experience.
- $11,250-$15,850.

## Films

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
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<tbody>
<tr>
<td>September 15</td>
<td>The Free Women’s School: the Neighborhood Film Project of the International University of Pennsylvania, a Christian Association-supported film, directed by N.J. Christensen and produced by the Christian Film Project, Inc.</td>
</tr>
<tr>
<td>September 16</td>
<td>The Same Day: the International Film Festival of the United States, directed by N.J. Christensen and produced by the Christian Film Project, Inc.</td>
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## Sports

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>September 15</td>
<td>Sailing: Penn competes in the Laser Invitational today at Kings Point, in the Women’s Mooring today and TOMORROW at BRYA</td>
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</tbody>
</table>
Support Staff

Administrative Assistant I (four positions) (a) types and edits scientific manuscripts, monitors grants (high school or business school graduate), (b) maintains appointment books and event calendars, (c) prepares correspondence, (d) performs office duties (two years' college, four years' experience in typing, skills, knowledge of University of Michigan Bookkeeping System, word processing, spreadsheets, Lotus 1-2-3), (e) prepares monthly, quarterly, and annual reports, assists in filing system, maintains documents and files and books (office and bookkeeping experience), (f) maintains budgets and reports, coordinates activities, completes course evaluations, (g) participates in departmental meetings, (h) attends departmental meetings, keeps minutes, (i) serves as departmental liaison with the Office of Student Affairs, (j) keeps records, (k) prepares monthly, quarterly, and annual reports, assists in filing system, maintains documents and files and books (office and bookkeeping experience), (l) maintains budgets and reports, coordinates activities, completes course evaluations, (m) participates in departmental meetings, (n) keeps minutes, (o) serves as departmental liaison with the Office of Student Affairs, (p) prepares monthly, quarterly, and annual reports, assists in filing system, maintains documents and files and books (office and bookkeeping experience), (q) maintains budgets and reports, coordinates activities, completes course evaluations, (r) participates in departmental meetings, (s) keeps minutes, (t) serves as departmental liaison with the Office of Student Affairs, (u) prepares monthly, quarterly, and annual reports, assists in filing system, maintains documents and files and books (office and bookkeeping experience), (v) maintains budgets and reports, coordinates activities, completes course evaluations, (w) participates in departmental meetings, (x) keeps minutes, (y) serves as departmental liaison with the Office of Student Affairs, (z) prepares monthly, quarterly, and annual reports, assists in filing system, maintains documents and files and books (office and bookkeeping experience).

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From Concentration Camp to Provost's Assistant

Joyce Randolph begins to settle in

Kaslo, British Columbia.
The name might evoke thoughts of clear blue skies and snow-capped mountains to persons who haven't lived there.

But to Joyce Randolph it's her birthplace: a Japanese concentration camp.

Dr. Randolph, who began her work this morning as Provost Vartan Gregorian's executive assistant, moved from the camp when she was very young — too young to remember much about it — but she knows the effect the camps had on the Japanese immigrants who were only allowed to take with them to the camps those things that they could carry. They lost homes. They lost furniture. They lost family momentos.

So she now supports the redress movement that seeks restitution to the immigrants for those losses.

In a gentle but forthright manner, she speaks firmly of those beliefs and of a host of others that range from the give-and-take necessary in a marriage for a woman to pursue her career to her desire for more children — when she and her husband find the time.

By the time Dr. Randolph was five, she had moved with her family to Toronto where she lived what she describes as a fairly "traditional" life in terms of growing up as a girl.

"My mother encouraged me to take typing in the summer, just in case..." she reflects with a smile.

But the "just in case" never came about.

After traditional high school advising — "teaching a foreign language is the only career suited for a woman" she was told — Dr. Randolph attended the University of Toronto and received her bachelor's degree in German and French in 1965, her master's degree in German in 1967 and her doctorate in German in 1971.

Describing herself as liberated, Dr. Randolph says she wasn't always that way and that receiving her doctorate started the change.

"I found myself having to find a job and then teaching," she says.

When she was younger, she was also extremely shy.

"I went through all of those undergraduate conversational courses in the languages with never opening my mouth," she says.

After teaching at the University of Guelph, a small college in Canada, Dr. Randolph came to Penn as assistant professor in the department of Germanic languages and literature in 1973.

From 1976 until 1978 she served as a faculty adviser at Deutsches Haus, where she lived with her husband and 12 year-old son, and as undergraduate chairperson of Germanic languages and literature.

Since August 1978, Dr. Randolph has served as an assistant dean in the Faculty of Arts and Sciences for academic advising and as a lecturer in Germanic languages and literature.

A self-described "workaholic," Dr. Randolph says an understanding family lies behind it all.

A marriage that began as fairly traditional has evolved into one that no longer is. "I usually meet my husband and son for dinner somewhere and then came to work in the evenings," she allows.

She lives with her family in University City and wouldn't have it any other way. "There's nowhere else you can find the same amount of space, the high ceilings, and the leaded glass windows for the money."

To combat an active lifestyle, Dr. Randolph practices Hatha Yoga (the physical aspect of Yoga without the meditation) for its calming effect — although she's done it less frequently lately because she's too busy.

She and her husband are also active in St. Mary's Episcopal Church on campus.

As executive assistant to the Provost, Dr. Randolph will write position papers and will assist the Provost's Staff Conference, the University Council, the Council of Deans, and other major committees that report to the Provost.

The end that Dr. Randolph is seeking in academia is to hold a responsible position in a university administration — not necessarily at Penn, maybe a dean or dean of students at a small college — and she hopes the experience that she will gain from her present appointment will bring her one step closer to the end.

— Sue Kinard

Campus Bus Schedule Announced

For those who live in West Philadelphia, the Office of Transportation and Communications provides a campus bus as a courtesy service. Buses depart from Houston Hall at the following times (unless noted, buses operate seven days a week):

- 4:50 p.m. (M-F only) 9:20 p.m.
- 5:10 p.m. 10:00 p.m.
- 5:50 p.m. 10:40 p.m.
- 6:40 p.m. (M-F only) 11:10 p.m.
- 7:20 p.m. 11:50 p.m.
- 8:00 p.m. 12:30 a.m.
- 8:40 p.m. 1:10 a.m.

Buses stop at the following locations. Stops for 33rd & Market, 30th Street Station and 32nd & Market are on request only starting at 6:40 p.m.

- 3417 Spruce 44 & Walnut
- 33 & Walnut 47 & Pine
- 33 & Market 47 & Baltimore
- 30th Street Station 48 & Chester
- 32 & Market 42 & Chester
- 33 & Powelton 42 & Spruce
- 38 & Powelton 3417 Spruce
- 38 & Walnut

Passengers wanting to return to campus after 6:30 p.m. may call Public Safety (243-7297), who will notify the bus driver that passengers will be waiting on a particular corner at an appointed time. Outbound passengers may ask the driver to take them to their nearest corner from 6:30 p.m. on.