An Outside Nominee: Sheldon Hackney of Tulane

The Trustees' Executive Board will take to the full Trustees October 24 the name of Dr. F. Sheldon Hackney, president of Tulane University and former provost of Princeton University, as the candidate for president of the University of Pennsylvania.

The story broke late Monday while Mr. Miller, who also chaired the consultative committee on the search, was still in the process of informing finalists. At 9 a.m., however, Miller had met with Provost Var- tan Gregorian, widely held to be the leading candidate, to tell him of the choice.

Dr. Gregorian, who remained at Penn after the offer of the chancellorship at Berkeley this year, has announced informally that he will resign as provost October 24 but will continue teaching a course he started this fall.

The Consultative Committee forwarded nominations to the Executive Board, which met over the weekend and emerged with the single nomination, Dr. Hackney's. It must now go to the full board, under University statutes and in compliance with the Commonwealth's Sunshine Law, to be voted in a stated meeting open to observers. That meeting is set for 2 p.m. October 24 in the Council Room of Furness Building.

Meanwhile, President Martin Meyerson cautioned campus press in a hastily-assembled conference that Dr. Hackney cannot be called "president-elect" until such a formal step is taken. However Meyerson said he "would be very surprised if the full board were not to accept the nomination."

As for timing, Dr. Hackney could be on campus "conceivably by January of 1981, conceivably by the end of the spring term," Mr. Meyerson said. "It would depend on what he worked out with the Tulane trustees."

The successor to Mr. Meyerson will be the sixth president but 21st chief executive officer for the University, headed by provosts during most of its history.

Mr. Miller described the nomination of the 46-year old Dr. Hackney to the post as "a promising continuation of the intellectual momentum of the Meyerson administr-

(Continued on page 2)

Crime Problems Plague Campus

University police are struggling with "a real problem in street crime" on campus and at public transportation stops here, Director of Public Safety David Johnston said Friday.

Last Thursday night alone, campus police made five separate arrests. In one incident, a man tried to climb through a woman's window at King's Court. The Daily Pennsylvania reported last week on a number of incidents including assaults at Superblock and robberies at fraternity houses.

"At sites like the subway-surface entrance at 37th and Spruce Streets, faculty and staff are as vulnerable as students," Johnston said.

In an effort to help stem the incidents Johnston offered some safety advice for members of the University community, and outlined the assistance available from Public Safety.

"The escort service is available to faculty and staff as well as students—as is every security service we have," he said.

"If you're working late at night and need someone to walk you to your car, or stand with you at a transportation stop, call the escort service," Johnston suggested.

"And don't forget that the campus bus service is available," he added. The bus makes regular runs through the University City area. It is free but you must show a Penn, HUP or Drexel I.D. See Almanac September 9, page 15 for schedule.

If you see an incident or the chance of one starting up, call us immediately," Johnson said. If you're outdoors, look for a blue light; that marks a security phone."

The blue-light security phones are a direct line to Public Safety; you don't have to dial, just lift the receiver.

University police are armed, commissioner officers with the authority to make arrests, Johnston pointed out. The work in cooperation with the Philadelphia police on borderline property, but "there is no standing back if there's trouble."

"I'm asking the campus community to take extra precautions," Johnston said. "Keep your office door locked if you're working at night, and don't walk around the campus alone. And be sure to memorize the emergency phone number: 7333."

For other important phone numbers, see box accompanying this story. And for other important security information, see the Safer Living Guide recently distributed to faculty and staff by Public Safety. If you didn't receive a copy, call Public Safety at Ext. 7297.

C.A.V.
An Outside Nominee: Sheldon Hackney of Tulane

(Continued from page 1)

tor at Princeton in 1965. He became assistant professor there in 1966, associate professor in 1968, and full professor and provost in 1972. Three years later, he joined Tulane as both president and professor of history.

He holds two major book awards, the Albert J. Beveridge Prize in American history (1970), and the Charles S. Sydnor Prize of the Southern Historical Association for the best book of Southern history during 1968 and 1969.

At Princeton, he was chairman of the committee that established the Afro-American Studies Committee in 1969, and acting chairman of the program for the following year. He also led the AHA's Committee on the Rights of Historians and served on the A.C.E.'s Commission on Women in Higher Education in 1976-79.

He is currently on the Rockefeller Commission on the Humanities, the board of the Carnegie Foundation for the Advancement of Teaching, and, as chairman, on the Presidents' Committee on Collegiate Athletics sponsored by the A.C.E. 1965 and Ph.D. in 1966.

His teaching and administrative careers have been spent entirely in two institutions, beginning with his appointment as instruc-

September 16, 1980 Almanac
Task Force on Teaching

Associate Provost Benjamin S. P. Shen has named a Task Force on the quality of teaching, which he will convene and chair temporarily. Its charge is at right.

The Task Force welcomes the written views of faculty and students, Dr. Shen said. They may be addressed to any of the members, who are:

**Faculty**
- Dr. Peter Conn, associate professor of English*
- Dr. Robert E. Davies, Benjamin Franklin professor of molecular biology, School of Veterinary Medicine
- Dr. John N. Hobstetter, professor of materials science and engineering
- Dr. Virginia Kerr, assistant professor of law
- Dr. Alan E. Mann, associate professor of anthropology*
- Dr. Leonard D. Miller, John Rhea professor and chairman of surgery*
- Dr. Susan M. Wachter, associate professor of finance, Wharton School*
- Dr. Walter D. Wales, professor and chairman of physics
- Rosalyn Watts, assistant professor of nursing

**Students**
- Allison Accurso, FAS '81, chairman, Undergraduate Assembly
- Stephen Marmon, Wharton Graduate '81, chairman, Graduate and Professional Student Association
- Nadine O'Connor, graduate teaching fellow in linguistics
- chairman, Graduate Student Advisory Council

*One to be named.

**Ex-Officio**
- Dr. Donald C. Carroll, dean of the Wharton School
- Dr. Robert H. Dyson, Jr., dean, Faculty of Arts and Sciences
- Dr. Louis A. Girifalco, vice provost for research
- Janis Somerville, vice provost for University life

*Lindback Award Winner

Schools Pass Compliance Review

The Office of Civil Rights' May 1980 review of Penn graduate and professional schools found "no evidence that they discriminated on the basis of race, sex or handicap" in recruitment, enrollment, and admissions. OCR advised President Martin Meyerson in a letter August 21.

The review found minor problems in two schools' application forms—a Veterinary Medicine query on handicaps, which was corrected before OCR sent its findings, and a Wharton question on marital status which was immediately scheduled for correction, according to Davida Ramey, assistant to the director of the office of the president for affirmative action. Elsewhere in its report, OCR commended both schools for their programs designed to attract minority and female students, and noted also the Dental School's setting aside of budget for minority recruiting.

The Charge of the New Task Force

I am asking this Task Force to take a careful look at the quality of undergraduate, graduate, and professional-school teaching at Pennsylvania and to recommend within six months concrete and realistic steps to be taken in order to improve the quality of teaching throughout the campus if it is found wanting. I hope that the very establishment of the Task Force will serve to signal the importance of teaching at Pennsylvania. For a large university, the quality of teaching at Pennsylvania is generally high, but I believe we can do even better.

Truly great teachers are rare and are a treasure for any university. But greatness in teaching is difficult to define. The freshman's idea of a great teacher is usually quite different from that of the alumnus who has the benefit of hindsight. The highly entertaining performer in the classroom may or may not be a great teacher. Rather than spending time defining greatness, the Task Force might wish instead to stress the need for true dedication to teaching—as thorough a dedication to teaching as to research—and suggest ways to encourage that.

True dedication to teaching is universally appreciated and produces tangible results. A high level of dedication cannot be achieved, however, so long as any suspicion lingers that good teaching is not really respected at the University. In order to dispel any such notion, the Task Force might propose suitable incentives that would make clear the University's commitment to good teaching for both the tenured and nontenured faculties. I believe we will find our faculty, deeply dedicated as they are to their mission, more than willing to stress good teaching as long as their teaching efforts—as distinguished from their research—do not go unappreciated. At the same time, the University must not relax for a moment—in fact, it must continue to strengthen—its stringent requirements for outstanding research and scholarship among its faculty, a requirement that is at the foundation of Pennsylvania's contribution to society and of its enviable national and international reputation without which few students or faculty would want to come here.

Today's college students face a wide range of choices in higher education. On the one hand, there are the great research-oriented universities, among which Pennsylvania proudly occupies a place at the top. There are also the fine small colleges, where teaching is taken more seriously than at the research-oriented universities. But there is no reason why the University of Pennsylvania should not be the rare and doubly attractive research-oriented university where dedication to both teaching and research is held in high esteem. After all, most outstanding researchers are exceedingly dedicated teachers. Contrary to popular myth, the two qualities need not conflict. We owe it to our students and, in a decade full of fiscal perils, also owe it to our University to go after just such a deserving goal.

Serving on the Task Force will be nine faculty members from various sectors of the University, four of whom are Lindback teaching award winners, and four students, one of whom will also be the Task Force's executive officer. Serving ex-officio will be the vice provost for research and for university life, and the deans of the two schools with the largest course enrollments, FAS and Wharton. I will convene the Task Force and chair it temporarily until a permanent chairman is chosen.

—Benjamin S. P. Shen, Associate Provost

and Reese W. Flower Professor of Astronomy
The signing of an agreement with Shanghai Jiao Tong University marks a high point in Penn's developing relations with Chinese institutions and individual scholars. It is unique among exchange agreements between American and Chinese institutions for several reasons:

It not only envisages faculty exchange and cooperation as our engineering and Wharton Schools set up a program of management and technology at Jiao Tong University, but thanks to the initial efforts of Mr. Chuan Chu, an alumnus and trustee of our Moore School, about $700,000 has already been raised in China to support the project.

Furthermore, in the agreement Jiao Tong University has assumed the responsibility for providing financial and other assistance to Penn faculty and students who wish to study or conduct independent research in China. Such research may cover a wide range of fields including the social sciences and humanities, and need not take place at Jiao Tong University or even in Shanghai, but anywhere in China where suitable arrangements can be made. Jiao Tong University will even assist as much as possible in making such arrangements.

A great deal still needs to be done before the full implementation of this agreement can be assured, but it should provide great opportunities for those departments at Penn interested in the study of China. At the same time it will give this University the satisfaction of having played an important role in the modernization and democratization of China.

The Jiao Tong agreement, however, represents only one facet of our developing relations with the Chinese. The School of Engineering and Applied Science also has a formal exchange agreement with China's prestigious Beijing Iron and Steel Institute, as well as close working relations with a number of other Chinese universities and research institutes. During the past three years several of Penn's faculty have visited China as members of national committees sent to help the Chinese in their quest for modernization, while others have made not single but repeated visits to give lectures in various areas of science and technology. President Meyerson visited China this August on invitation from the Chinese Ministry of Education to discuss still other educational proposals involving exchanges and the revamping of the Chinese educational system.

Several of our graduate students are now in China teaching English or working in such organizations as the Foreign Languages Press in order to improve their Chinese language competence, conduct research, and gain first-hand experience living in the society. The Jiao Tong agreement should be of great interest to them.

A growing number of junior scholars, most of them instructors or researchers in their forties, have come to Penn as well during the past two years. Most of them are on fellowships provided by the Chinese Government, but a few have won regular University grants. They tend to be concentrated in scientific and technical fields such as materials science (seven), medicine (six), mathematics (three), physics (two), and systems analysis and electrical engineering (one each). The first Chinese scholar to arrive at Penn to work in chemistry has already completed her study and returned to China. There are also two Chinese scholars studying in the humanities and social sciences: one in Oriental studies and one in American civilization.

By the beginning of next year the number of Chinese scholars working at Penn should approach thirty, with stronger representation in the humanities and social sciences. Besides these postgraduate scholars, a number of undergraduates from the China mainland have entered the University, privately sponsored—usually by relatives living in the United States.

As all these developments began to gather momentum in the fall of 1978, then Provost Stellar established a special Faculty Committee on Scholarly Exchange with China to help coordinate and facilitate the efforts of various interested groups and individuals at Penn. The Committee, now headed by Dr. Nathan Sivin in Oriental Studies, consists of representatives from interested areas of the University. Its main task has been to try to keep tabs on what has been happening throughout the country as well as at Penn. Generally, the Committee has urged a careful approach both to the establishment of formal contacts in China and to the admission of Chinese scholars in the belief that this would produce the most meaningful results. So far, Penn has been fortunate in avoiding some of the mistakes of overcommitment made by other institutions.

Although the purely academic side of Penn's China connection have been of primary importance, a major factor in their development has been a series of general interest tours of China begun in 1977. Trustees, alumni, faculty and staff, with their spouses, have—aside from visiting the usual historical and cultural sites—attempted to acquaint themselves with various aspects of Chinese society, especially its educational institutions. The tours have proved particularly helpful for faculty who would normally be unable to visit China to make initial contacts there. The most recent one which was made in cooperation with the University of Maryland this spring, took us to three of China's major universities in Hangzhou, Shanghai, and Beijing.

Another joint tour with Maryland is planned for the spring of 1981. It will take the boat trip up the Yangtze River Gorges and travel to Kunming, Xian (Sian) Chongqing ( Chungking) and Beijing—again visiting major archeological sites and educational institutions.

All of these activities have greatly broadened the general understanding of China throughout the University and also provided the Chinese with an opportunity to come to know Americans as they are rather than as propagandistic stereotypes. This is important in itself. But perhaps even more important for peace in the Pacific has been the close relations that have developed between many students from Taiwan and the mainland during their presence here at Penn.
Lilly-Penn Offers

The Lilly-Pennsylvania Program offers introductory seminars in mathematical modeling in the biological and social sciences. Open to all University faculty members, the seminars are designed to emphasize the importance of problem solving with mathematical modeling through the use of computers.

Set for alternate Fridays from 2:30 to 5:30 p.m., the seminars began September 12. For information and an application, call Tom Waldman, 413A Bennett Hall, Ext. 6940.

Non-credit Courses

A variety of special non-credit programs and classes are offered this fall including a lecture series on The Religion of Ancient Egypt; a conference on Leadership and Management for Women Administrators III; and both films and physical recreation for children.

Ancient Egypt

The University Museum presents a series of six non-credit lectures exploring the major aspects of Egyptian religion in the light of the most recent discoveries and discussions. The Religion of Ancient Egypt lectures will meet Saturday mornings, October 11-November 22 (except November 8) 10:30 a.m.-12:30 p.m. in the Rainey Auditorium at the museum.

The fee for the lecture program is $50 per museum member and $70 per non-member (includes individual membership). October 10 is the deadline for registering. Contact the membership office of the museum at Ext. 4026 for more information.

Leadership and Management

Leadership and Management for Women Administrators III is co-sponsored by HERS, Mid-Atlantic and the University. The conference is designed for women in all areas of higher education administration: academic, student services, business affairs, registrar and admissions, development, computers, athletics, personnel, public relations, and other support services.

The conference begins Sunday evening, October 12 and concludes Tuesday evening, October 14. The conference fee of $200 includes participation in all sessions, conference materials, two luncheons and a dinner, a wine and cheese social, a reception, and refreshments twice daily. Enrollment is limited and the deadline is October 1. Contact Ann Butchart at 3601 Locust Walk, Ext. 5426 for further information.

Recreation and Films

Children’s activities include recreational classes and a special film series. Classes in swimming, fencing, gymnastics and water ballet will be offered by the department of recreation beginning Saturday, September 27. For more information and sign-up sheets contact Mrs. Hamlin, Gimble Gymnasium, Ext. 6102. The deadline for registration is September 24.

The University Museum Children’s Film Program presents films recommended for children five and older. The films are shown in the Harrison Auditorium of the museum at 10:30 a.m. Saturdays beginning October 11. Admission is free. For a complete listing of films contact the University Museum at Ext. 4025 or 4015.

Proposals Sought

The Graduate School of Education seeks papers and workshop proposals for the second annual Ethnography in Education Research Forum to be held at the University March 20-22, 1981.

Papers and panel discussions will explore a range of issues including: the goals and value implications of ethnographic research, considerations in funded research and policy formation; approaches to educational research that compare or combine traditional and ethnographic methodologies; specific topics such as out-of-school learning; bilingual education, literacy studies, and social and communicative competence.

Workshop proposals should be two pages in length, detailing content and organization. Paper summaries, presenting work recently completed but unpublished, should be three pages in length.

Deadline for submissions is November 7. For more information, call the Center for Urban Ethnography, Graduate School of Education at Ext. 3273.

FIPSE Scholars Grants

The Fund for the Improvement of Post-secondary Education offers 20 grants under the new Shaughnessy Scholars Grants program, named for the late Mina P. Shaughnessy, director of writing programs at the City College of New York.

The program will help support work on a document on activity that will significantly advance out knowledge of practical solutions to problems of post-secondary education. Awards will be made to institutions applying on behalf of individuals who may be working as faculty, consultants, administrators.

For information write to Shaughnessy Scholars Program, Fund for the Improvement of Post-secondary Education, Office of the Assistant Secretary of Educational Research and Improvement, 400 Maryland Avenue, S.W., Washington, D.C. 20202. The deadline is October 17.
Puzzlers' Delight

A button and the letter 'e' describe the study of plants—botany—and that's the only solution we're going to give away!

This newly-painted wall at 3732 Locust Walk contains more than 20 rebuses, forming the names of some of Penn's academic departments. A favorite amusement of Benjamin Franklin, a rebus is a series of pictures forming words or phrases when read in order.

The mural is the first of four to be painted at the University as part of the Creative Walls program, which is designed to brighten and revitalize the University City area. Mosaics, landscaping and sculpture are all being conceived as future modes of transforming dull structures into attractive public areas.

The 70- by 20-foot mural on Locust Walk was painted by Ronald Bateman, assisted by Ted Ariz. Bateman, a former instructor at Temple University's School of Art, describes his work as a mental playground.

All 20 rebuses are not featured in our photograph. We suggest you take a walk over to the wall and start figuring.
Vice Dean Phyllis Beck of the University's Law School is one of eight individuals nominated by Pennsylvania Governor Richard Thornburgh to fill newly created seats on the state Superior Court. If her nomination is confirmed, she would be the first woman to sit on Pennsylvania's Superior Court.

Beck received her A.B. degree, magna cum laude and with honors, in political science from Brown University, where she was elected to Phi Beta Kappa. She obtained her J.D. degree from Temple University, night division, where she headed her class.

After practicing law privately for seven years and teaching part time at Temple Law School, she joined the Temple law faculty full time in 1974, specializing in family law.

Beck came to the Penn Law School in 1976, and in her current position, she heads most of the Law School's administrative offices and is the dean of students.

She has served on numerous committees of the American, Pennsylvania and Philadelphia Bar Associations and is a member of the advisory board of the Bryn Mawr College School of Social Work and Social Research.

In June Gov. Thornburgh signed legislation increasing the size of the Superior Court from seven to 15 members. All eight nominees must be approved by the State Senate.

The state Superior Court is an appellate court that hears civil cases and criminal cases, except murder.

Phyllis Beck nominated to the state Superior Court

DEATHS

Nan Haberman, a May 1980 graduate, died in an automobile accident during the Labor Day weekend. She was 21.

Ms. Haberman had been a biology major in the Faculty of Arts and Sciences.

She is survived by her parents, Mr. and Mrs. Alan Haberman.

Dr. Frank (Franciszek) Kral, a pioneer in veterinary dermatology, and emeritus professor at the School of Veterinary Medicine, died September 7. He was 88.

Born in Czechoslovakia, he was graduated from the School of Veterinary Medicine, University of Vienna, and from 1920 to 1948 was a faculty member of the School of Veterinary Medicine, University of Brno, Czechoslovakia, serving as dean of the school from 1932.

Following the communist takeover of Czechoslovakia in 1948, Dr. Kral came to this country where he joined the faculty of the University's School of Veterinary Medicine in 1949. He established the first veterinary dermatology clinic in the United States, setting the pattern for the development of similar clinics throughout the nation. In 1952, Dr. Kral began lecturing in the graduate School of Medicine in addition to the School of Veterinary Medicine.

Dr. Kral was awarded the 12th International Congress' Veterinary Prize in dermatology from the American Veterinary Medical Association (AVMA) in 1961 and received the first Annual Gaines Award for pioneering in veterinary dermatology in 1959 at the AVMA's annual meeting. He authored and collaborated on a number of textbooks in veterinary dermatology and lectured across the U.S.

He is survived by his wife Susan, a stepdaughter, a brother and two sisters.

Memorial Funds

After the death of a member of the University community, a memorial fund is sometimes established to support research, provide scholarships or add to the library in the deceased person's field.

Among those established over the past few months are:

- The Leonard Berwick Memorial Fund to support an award to a member of the medical faculty who in his/her teaching effectively fuses basic science and clinical medicine.
- The William J. Mellman Fund to support human genetics research.
- The Joan F. Meyer Class of 1943 Memorial Book Fund.
- The Isadore and Ida Rosenbloom Memorial Fund for the Dental School and Medical School libraries and Van Pelt Library.
- The J. Josiah Ratner Memorial Fund contributes to the Biddle Law Library.
- The William E. Stephens Memorial Fund has also been established but the fund's purpose has not yet been determined.

If you would like to establish a memorial fund or contribute to one, contact Dr. Raymond Saalbach, assistant director of annual giving at 618 Franklin Building, Ext. 8445. The Alumni and Friends Memorial Funds program assists in such ways as receiving and acknowledging gifts.
Exhibits

Now through September 28 Works by students in the Graduate School of Fine Arts, the ICA Gallery in the Fine Arts Building.

Now through October 3 installation, works by artist Chris Martens, Houston Hall Gallery.

Now through October 17 Paintings by Patricia Mangione. Includes her work in oil on linen, canvas, which was recently presented to the School of Dental Medicine as a gift. At the Faculty Club.

Now through October 19 Downies from Kutch. A Women’s Exhibit of ceremonial wedding and funerary items. Decorated wedding gifts and personal ornaments created for brides in Kutch, a remote region of rural India. Part of the first U.S. tour of this important ethnological collection, the exhibit includes textiles, jewelry, household implements and mirror-embroidered clothing. At the University Museum, 33rd and Spruce Streets.

September 27-August 51, 1981 The Egyptian Mummies: Secrets and Science. Possibly the largest exhibition on mummification ever mounted in the U.S., this show examines Egyptian ideas about life after death and the health and disease patterns of these ancient people as revealed through x-ray and autopsy studies of mummified remains. At the University Museum.

ICA Gallery Hours Tuesday 10 a.m.-7:30 p.m., Wednesday-Friday 10 a.m.-5 p.m., Saturday and Sunday noon-5 p.m. Closed Mondays.

University Museum Hours Tuesday-Saturday 10 a.m.-5 p.m., Saturday 1-5 p.m. Closed Monday and holidays.

Houston Hall Gallery Hours Monday-Friday noon-6 p.m., Saturday and Sunday noon-4 p.m.

Films

Exploratory Cinema

September 17 The First Films: Watermelon Patch. Scrap in Black and White: A Trip to the Moon; D.W. Griffith's The Musketeers of Pig Alley; Edwin S. Porter's The Life of an American Fireman, and A Life of the American Fireman by Mark Daniels and Joanne Mallas.

September 24 Edward S. Curtis' In the Land of the War Cameraman and Franz Boas' The Kwakiutl of British Columbia.

All screenings are held at the Annenberg Center’s Studio Theatre on Wednesdays at 7 and 9:30 p.m. Admission: $2 for students with I.D. and $3 for others.

Penn Union Council film series

September 16 The Conformist, 7:30 and 9:40 p.m. at the Annenberg Center’s Studio Theatre. Admission: $2 with Penn I.D. and $2.50 for the public.

September 18 Francois Truffaut’s Small Change, 8 p.m. in Irvine Auditorium. Admission: $1.25 with Penn I.D. and $2.50 for the public.

September 20 One Flew Over the Cuckoo’s Nest, 9:30 p.m. in Irvine Auditorium. Admission: $1.25

September 22 Fred Astaire and Ginger Rogers Night at the Annenberg Center’s Studio Theatre. Admission: $2 with Penn I.D. and $2.50 for the public.

September 23 Carlos Fuentes will introduce Luis Bunuel’s classic Viridiana, 7:30 p.m. at the Annenberg Center’s Studio Theatre. Admission: $2 with Penn I.D. and $2.50 for the public.

Days of Heaven, 8 p.m. in Irvine Auditorium. Admission: $1.25 with Penn I.D. and $2.50 for the public.

September 26 A Paul Newman/Robert Redford double feature: Butch Cassidy and the Sundance Kid will be screened at 7:30 and 11:30 p.m. while The Sting will be shown at 9:30 p.m. Both are in Irvine Auditorium for $1.25

September 27 A James Bond double feature: Dr. No at 7:30 and 11:30 p.m. and Moonraker at 9:30 p.m. Both in Irvine Auditorium for $1.25.

All Hitchcock’s Shadow of a Doubt, 7:30 and 9:30 p.m. at the Annenberg Center’s Studio Theatre. Admission: $2 with Penn I.D. and $2.50 for the public.

International Cinema, Series 8

September 17-19 Philadelphia premiere of Nelson Pereira dos Santos’ Tent of Miracles, 7:30 and 9:45 p.m. each evening and 4 p.m. on Friday afternoon.

September 24 Eleven of the best new animated films, 7:30 and 9:30 p.m.

September 26 The Marriage of Maria Braun, 4 and 9:30 p.m. Independent Black filmmakers: six short films with guest filmmaker Ben Caldwell, 7:30 p.m.

All films at International House, 3701 Chestnut Street. Tickets are $2, and $1 for the Friday matinee.

Meetings

September 17 University Council, 4-6 p.m. in the Council Room of the Furness Building. Members and invited observers only.

Music

September 26 Penn Union Council presents Jamaican reggae singers Bob Marley and the Wailers. 8 and 11 p.m. at Irvine Auditorium. Tickets, priced at $8.50, $7.50, $6.50 and $5.50, are on sale on all ticket outlet lines.

Religion

Ecumencial Eucharist 12:15 p.m. Fridays at the Christian Association, 3801 Locust Walk. A gathering for new and informal sharing of the bread and wine of communion.

Episcopal Weekly services at St. Mary’s Church, 3916 Locust Walk. Call 222-8556 for information.

Jewish Holiday Services

Yom Kippur, September 20

Conservative Services, Irvine Auditorium Friday, September 19, 6:30 p.m.

Saturday, September 20, 9 a.m.

Study break, September 20, 4 p.m.

Mishnah Service, September 20, 5:30 p.m.

Reform Service, University Museum Auditorium Friday, September 19, 8 p.m.

Saturday, September 20, 10 a.m.

Orthodox Services, Hillel Foundation Friday, September 19, 6:30 p.m.

Saturday, September 20, 9 a.m.

Lutheran Eucharist Service Sundays at 11 a.m., Lutheran Student Center, 3367 Chestnut Street.

Roman Catholic Midnight mass Saturdays; 9:30 a.m., 3:30 p.m. On campus.

Special Events

September 18-19 Tropical Plant Sale sponsored by Penn Union Council, 10 a.m.-6 p.m., Houston Hall’s West Lounge.

Beginning September 18 and continuing each Thursday PUC sponsors Entertainment at 11, a weekly series of live performances in the Houston Hall Gallery.

Sports (home schedules)

For ticket information, call the Franklin Field ticket office at Ext. 6151.

Cross Country September 20: vs. LaSalle and Philadelphia Textile College, 11 a.m.; October 3: vs. Princeton, 3:45 p.m.; the 18 men’s and women’s 5k. November 11: vs. Temple, 5k. Meet. All meets at Fairmount Park’s Belmont Plateau.

Field Hockey September 27: vs. Rutgers, 11 a.m.; September 30: vs. West Chester, 7 p.m.; October 4: vs. Harvard, 11 a.m.; October 7: vs. Franklin and Marshall, 7:45 p.m.; October 14: vs. Ursinus, 7 p.m.; October 19: International Field Hockey featuring the U.S. Olympic team plus teams from Australia, West Germany and New Zealand; October 24: vs. Yale, 7 p.m.; October 28: vs. Temple, 7 p.m. All games at Franklin Field.

Freshman Football October 29: vs. Glassboro State, 4 p.m.; October 31: vs. Cornell, 3 p.m.; October 24: vs. Millersville, 1:30 p.m. All games at Franklin Field.

Lightweight Football October 4: vs. Rutgers, 4:30 p.m.; October 17: vs. Cornell, 2 p.m.; October 31: vs. Navy, 7 p.m. All games at Franklin Field.

Varsity Football September 26: vs. Lehigh, 7:30 p.m.; October 4: vs. Columbia, 1:30 p.m.; October 25: vs. Yale, 1:30 p.m.; November 8: vs. Villanova, 1:30 p.m.; November 15: vs. Harvard, 1:30 p.m. All games at Franklin Field.

Sailing October 11: Packer Trophy Regatta, 9 a.m. at Penn’s Landing; October 18-19: Philadelphila Interact Meet, 9 a.m. at Penn’s Landing.

Soccer September 24: vs. Lafayette, 7:30 p.m.; October 3: vs. Columbia, 8:15 p.m.; October 18: vs. Navy, noon; October 25: vs. Yale, 10:15 a.m.; November 7: vs. Villanova, 8:15 p.m.; November 11: vs. Temple, 7:30 p.m.

November 14: vs. Harvard, 8:15 p.m. All games at Franklin Field.

Women’s Tennis October 1: vs. West Chester, 3:30 p.m. at Locust Courts.

Women’s Volleyball October 9: vs. Trenton State, 6 p.m. at Weightman Hall.

Talks

September 16 Dr. S. Lahiri of the University’s department of physics and environmental medicine, on Oxygen Transport and Chemoreceptor Excitation in Aortic and Carotid Bodies. At the Physiology Library, 4th floor Richards Building.

September 19 Richard Lambert, Boundary Formation in Cults and Sects in South Asia, at 11 a.m. in the University Museum, Classroom 2.

September 22 Professor Henrikka Kulikich, Chicago Sociology and the American City, Smith Hall 107 at 4 p.m. Coffee at 3:30 p.m.

September 23 Dr. T. Shaffer of the Temple Medical School psychology department on Developmental Alterations in Airway Mechanics, 12:30 p.m. in the Physiology Library, 4th floor Richards Building.

September 24 Steven Rose of the Washington University School of Medicine, Analysis of Structure and Function of the Lumbar Facets, and Analysis of Muscle Fiber Type in Steroid Myopathy Using CYBERNursing Education Building 200 at 4 p.m.

The Honorable Wade H. McCree, Jr., Solicitor General of the United States on Bureaucatic Justice and Early Warning, the Law School’s Owen J. Roberts Memorial Lecture, at 5:30 p.m. in the University Museum.

September 25 Basim F. Musallam on Religious Division in Islamic Law, at 11 a.m. in the University Museum, Classroom 2.

September 29 Morton Botel, on The Boel Milestone Test, theoretical bases and on-going research, Education Building D-9 and D-10 at 7 p.m.

September 30 Symposium on equine parasites sponsored by the School of Veterinary Medicine. Fee for the seminar is $20. Reservations may be made by calling the Office of Continuing Education, Ext. 4234. Dr. V. Ranga of the pathology department of Mount Sinai Medical Center on Modulation of Airways Epithelial Permeability, at 12:30 p.m. in the Physiology Library, 4th floor Richards Building.

Regular Discussions

Psychology Colloquium One guest speaker each week presents his or her research on some area of psychology or related discipline. Tuesdays at 4:30 p.m., Stiteker B-21.

Medicine-Pathology rounds on Mondays at 8 a.m. at the University of Pennsylvania School of Medicine, 34th and Spruce Streets, fourth floor.

To list an event Information for the weekly Almanac calendar should reach our offices at 3533 Locust Walk one week before desired date of publication.
Administrative/Professional Staff

Accountant (3258) $11,400-$15,800.

Applications Programmer I (3376) $14,200-$19,625.

Assistant Director (03055) $23,600-$33,250.

Assistant Director, Telecommunications (3257) $14,200-
$19,625.

Assistant General Counsel (3332) $20,475-$28,875.

Assistant Regional Director (3399) $22,600.

Data Communications Administrator (2959) $16,325-
$21,375.

Business Administrator (B0641) $11,400-$15,800.

Business Administrator I (B0621) $11,400-$15,800.

Data Communications Administrator (2959) $16,325-
$21,375.

Director (03206) $23,600-$33,250.

Director of Publications (B0650) reporting to Director of Communications, manages budget, central editorial, design, printing, procurement and other production services. Responsible for quality, timeliness, cost-effectiveness of institutional publication (high degree of technical knowledge in printing and graphics and at least five years' experience in several accounts; involves monthly financial reports; orders supplies; handles staff and work-study salaries; makes financial projections and budget estimates; strong background in accounting; and, or/organizational ability; knowledge of the University's procedures preferred) $11,400-$15,800.

Business Administrator I (B0621) $11,400-$15,800.

Business Administrator II (3309) $17,725-$23,750.

Assistant Director (3397) responsible to the director for the management and operation of all aspects of the graduate and professional schools' financial aid program and charge of the guaranteed student loan program; oversees and administers daily operations; develops program budget; works with graduate and professional schools; counselors students (degree, course work in accounting or counseling desirable; five years' administrative and supervisory experience; experience in charge of personnel matters program, 20)$, $17,725-$23,750.

Assistant Director, Annual Giving (3340) $11,400-
$15,800.

Associate Development Officer I (3320) $14,200-
$19,625.

Associate Development Officer II (3309) $17,725-
$23,750.

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United Way: The 'Donor Option' Text

On the September 17 Council agenda as part of the President's Report is discussion on implementing the "Donor Option" policy framed by United Way after controversy arose last spring over its agency-admission policies. The text below is the United Way's, not the University's; it is published as background.

On May 8, 1980, United Way's Executive Committee endorsed the creation of a Donor Option Program making it possible for donors to designate part or all of their contributions to eligible agencies of their own choosing. A Donor Option Committee was subsequently appointed to oversee the implementation of the new program. The policy outlined here, recommended by the Donor Option Committee, was approved by the United Way's Executive Committee on July 23, 1980. This policy deals with the main questions raised by interested persons and organizations since the Donor Option Program was announced.

1. Eligibility for Designations
A donor may designate:
... a health or social service agency that is a member of United Way;
... a health or social service agency that is not a member of United Way;
... the United Way where the donor lives.
To be eligible for designations, an agency must:
... Exist primarily to provide or to support health or social services, and
... have tax exempt/tax deductible status [IRS classification 501(c)(3)], and
... provide or support services within the Delaware Valley (Penndel Metropolitan Area). This includes the counties of Bucks, Chester, Delaware, Montgomery and Philadelphia in Pennsylvania; the counties of Burlington, Camden, Gloucester, Mercer and Salem in New Jersey; the county of New Castle in Delaware.

Note: United Way considered developing a pre-approved list of eligible agencies to be given to donors. There are well over 1000 potential non-member agencies meeting the qualifications for designation. It is impractical to provide and maintain such a list. Furthermore, since the objective is to enable donors to designate contributions to agencies with which they are already familiar, a list appears unnecessary.

2. Visibility of the Donor Option Program
The primary thrust of the United Way Campaign is to encourage support of United Way member agencies. It is essential, however, that all potential donors know of the availability of this Donor Option Program. With that in mind, the following steps will be taken:
Campaign Advertising: Campaign advertising (other than posters and billboards) will include a reference to the Donor Option Program.
Campaign Literature: General leaflets will include a reference to the Donor Option Program. A separate leaflet will be available describing the Donor Option Program in detail.
Pledge Cards and Donor Option Forms: The regular pledge card will include a reference to the Donor Option Program. A separate donor designation form will be available to all who are interested.

(Note: It is not practical to use the pledge card as the donor designation form because of space limitations and because all payroll deduction cards remain with the employer.)
Instructions to Solicitors: Solicitors, as part of their overall presentation, will be asked to remind donors of the Donor Option Program and to give Donor Option leaflets and Donor Option forms to those who express interest.

3. Ground Rules Concerning Agency Promotion Of Designation for Their Own Benefit
Member agencies: When agencies affiliate with United Way they agree—in exchange for their own eligibility for United Way allocations—to urge their employees and constituencies to support United Way. Accordingly, member agencies are expected to actively encourage contributions to United Way, which can be allocated through the citizen review process.
Nonmember agencies: Unlike member agencies, nonmember agencies have no official commitment to support United Way or to encourage their employees and friends to do so. Nevertheless, we hope many persons close to such agencies place a high priority on the services supported through United Way funding. We hope that nonmember agencies soliciting designated gifts urge their friends to make these gifts in addition to their customary support of United Way.

Agency promotion in the workplace: In the final analysis, the individual employer determines the extent of workplace solicitation.
We can conceive of no practical, even-handed way to provide for individual agency presentations or literature distribution, recognizing that well over a thousand agencies could request this privilege. It should be noted that no United Way agency promotes its individual case in the workplace. This is one of the attractive features of the United Campaign from an employer's standpoint.

4. Administrative Procedures
Processing Charge: In the initial year, a charge of 5% of the total designations will be charged to each agency or other United Way toward the cost of processing. United Way will incur start-up costs which this processing charge will not cover. The ultimate goal is to set the charge to cover actual costs—no more, no less.
(Note: The alternative of a flat dollar charge (e.g. $10 per designation) was considered. A flat charge probably reflects the nature of these costs more accurately than a percentage charge. The flat charge was rejected for the present, however, because it would have the effect of making donor designation unattractive to the smaller contributor.)
Unfulfilled Pledges: The processing charge does not allow for collection losses. The United Way will pay out quarterly to each designated agency or other United Way its proportionate share of the total individual pledges actually collected, less the processing charge. In this way, everyone shares proportionately in the collection loss.
(Note: The United Way would have preferred to reflect collection losses on an individual basis, but it does not have access to individual payroll deduction and pledge cards. Employers simply forward to United Way the total dollars deducted, on a periodic basis.)
Notifying agencies of their designated contributions: Agencies will receive by February 15, 1981, a list of all their designations, names and addresses of contributors and amounts designated. Any designated cash gifts already received will be forwarded at the same time.
Acknowledgment of designated contributions to donors: Donors will retain a copy of their designation form(s). It will be up to agencies to acknowledge their designations individually after they receive the listing described above. The United Way strongly encourages agencies to provide individual acknowledgments.

5. Other Matters
Negative designations (i.e., the exclusion of a specified agency from one's contribution): The purpose of the Donor Option Program is to permit donors to designate contributions to organizations they particularly favor. Negative designations will not be accepted because they are not consistent with that purpose and they have no practical effect on agency allocations.
Corporate designations: The donor designation policy is intended as a service to individual contributors, primarily those who use the payroll deduction plan. Donor designation will not apply to corporate contributors.
Status of designated contributions in relation to United Way Campaign Goals: Designated contributions will count toward employee campaign goals and the campaign total.

6. Administration of the Donor Option Program
The Donor Option Committee will oversee this program on an ongoing basis. This Committee will interpret these policies when questions arise, and will recommend additional policies on policy changes, as needed. The Donor Option Committee will report regularly to the United Way's Executive Committee regarding the results of the Donor Option Program.
Can We Teach ‘Social Responsibility’?

by J. Scott Armstrong

You are on the board of directors of a drug company that manufactures a medication known to be dangerous. Your company has invested a sizeable fund to develop the drug. Unfortunately, although it does cure some people, the drug will probably cause about 18 deaths a year if you continue to sell it. At the same time your company stands to earn at least $18 million a year. Competing companies sell a similar drug at the same price. Their drugs cure the same illnesses but it does not have serious side effects and will probably not be fatal for any patient.

Will you as a director permit your company to continue to sell the dangerous drug or will you order the immediate withdrawal of the medication to protect the few patients who may be hurt by it?

We have used that example in a five-year study of the decision-making process as it relates to responsible or irresponsible decisions.

Almost everyone who has been asked about this case feels that the responsible decision is to take the drug off the market immediately. However, when we asked people to play the role of a director of that company, none of the 57 groups decided to remove that drug from the market. Most of the people in our study were involved in business organizations, so that they had some ideas about how corporate directors should act. Some were real-life directors of major companies.

Our aim was to find out whether managers will take reasonable precautions to protect employees, consumers, and others from serious and unnecessary harm. The conclusion was shocking: a substantial portion of all corporate managers can be expected to make irresponsible decisions. The nature of the harm that they may cause has little effect upon their decisions. They adhere closely to their prescribed role (as agents of the stockholders in this case), and they do not feel responsible for preventing harmful side effects.

Obedience to their role appeared to relieve them of responsibility. Most managers believe they are doing what is right when they protect the interests of the stockholders. That is their proper “role,” one that has been handed down to them by our social traditions. The U.S. legal system has advocated this stockholder role for managers. Holding that directors should have a “single-minded duty of unwavering loyalty to the stockholders and only to the stockholders,” the legal system has relieved the managers of the responsibility for assessing the impact of their decisions upon other interested groups.

Take air pollution: The corporate manager is willing to allow his organization to pollute the air as long as there is no objection from the public or from public authorities. Few managers feel required to clean up dangerous gases emitted from their factories as long as there is no outside threat to producing a profit. (Now, some managers go beyond their role to solve the problem; but they are the exceptions.) Only when there are threats to boycott a firm’s products or otherwise to interfere with its income or assets would most managers consider assigning funds to maintain clean air. In that case, the stockholders are profiting from an asset that belongs to the whole community. That asset—clean air—is used and misused by the company so that the stockholders gain in the transaction and the community loses.

In theory, irresponsible actions would be punished in a “perfect market.” But the market we live in is “imperfect”—giving some groups rewards they do not deserve and taking away resources from others without giving any rewards in return.

Our study’s drug company is another illustration of the imperfect market because the company would not be penalized for endangering the lives of a few people. Instead, they gained from this transaction.

Some observers have suggested that proper education might reduce socially irresponsible decision-making. Others have proposed a better selection procedure for key managers. Still others have suggested that when the younger generation gains key management positions, the situation will change. Unfortunately, our evidence suggests that none of these actions aimed at the individual has a significant beneficial effect.

The problem does not lie in the individual but in our institutions. What is needed is a change in the role of the managers as our society defines it. In our study, we experimented with the “stakeholder role” for managers. Here the manager is responsible for and reports to each of the interest groups affected by the actions of his organization, in effect serving many masters. He would service the stockholders but would also protect the interests of the employees, of consumers, of the local community, and he would avoid bringing unnecessary harm upon his competitors.

We see this stakeholder role now becoming accepted as an ideal in some corporations. The most visible example is the decision to place representatives of different groups on the boards of directors of some corporations. In our role-playing, some groups were told that their “boards” had been so structured, or had agreed to adopt the stakeholder role. These managers had great difficulty in performing and in fact, we were initially unable to convince groups to adopt such a role.

Another approach to changing the role of the manager is to use social accounting. Measurements that show how decisions affect each interest group, should lead to more concern for the stakeholders. Strangely, in our role playing, social accounting had no effect on the decision-making. Groups continued to make the “irresponsible” choice.

Only when we combined the stakeholder role and social accounting were managers willing to reject socially irresponsible decisions. The two techniques reinforced each other: the stakeholder role made social accounting legitimate and social accounting provides the necessary information for those using the stakeholder’s role. They then produce a significant reduction in the level of irresponsibility among our decision makers.

Can we teach social responsibility? Probably not. Efforts to educate individuals are unlikely to have much impact; the role is too strong. Good people will continue to make irresponsible decisions. A change in our institutions and our laws would help.

The adoption of the stakeholder role along with social accounting could bring our organizations in harmony with society.