Target Date February 2: It was a packed 36 hours for presidential nominee Dr. Sheldon Hackney. Arriving at 2 p.m. Thursday, he spent the afternoon with President Martin Meyerson, then met with Provost Vartan Gregorian. He had dinner at Entrees On Trays with student leaders, joined later by the Black Faculty and Administrators' Samuel Sylvester, and spent the night at Stouffer House as the guest of its master, Dr. Humphrey Tonkin. Friday began with breakfast at the Faculty Club with Senate's Chair Paul Bender, Past Chair Walter Wales and Chair-elect Phoebe Leboy. Dr. Hackney then met separately with the associate provost, both vice provosts, and each of the vice presidents of the University. After lunch downtown with Philadelphia trustees he had not previously met, he returned to campus for the Council of Deans' meeting, followed by a sherry hour in Mr. Meyerson's office with assorted staff who work closely with the president's office. To their question "when?" he replied that the Tulane trustees have named an acting president so that he can "extricate" himself, and "Martin and I thought February 2...." From there, he went to dinner at the Meyersons' and flew back to New Orleans.

Heroics in Harrisburg: While the state Supreme Court has overturned the liquor price rollback that threatened higher education income in Pennsylvania, there's more work for the General Assembly if the abated $33 million is to be restored to Governor Thornburgh's budget. The House last week passed legislation which allows the Governor to include increased liquor income in the budget and the Senate passed it too—but with an amendment that sends it back to the House for concurrence. The House has agreed to continue in session this week, cutting into its pre-election recess to consider the legislation. For Penn, the stake is $2 million—and a possible thaw in the hiring freeze.

Fraternity Recognition: For the first time in writing, Penn has a formal recognition policy for fraternities and sororities (see supplement to this issue). Developed with the help of campus advisory groups under the coordination of Fraternity Affairs Director Martin Stamm, the policy was endorsed 22-0 (with one abstention) by the Interfraternity Alumni Council this summer and was adopted by Vice Provost Janis Somerville on completion of the alumni mail ballot.

We Won: Pennsylvania 24, Columbia 13. Hurrah for the Red and the Blue!
The Balance of Power
And the Selection of Presidents

by Irving B. Kravis

It is clear that a widely admired, highly successful educator and administrator was passed over for our presidency and that many faculty members and many students are very disturbed. I feel inhibited in discussing the situation since I am obliged as a member of the search committee to maintain the confidentiality of the process. However, as the reader will quickly judge from the length of this piece, the inhibition is less than total.

I write, within the limits imposed by confidentiality, to argue against two general themes that have emerged from the feelings of anger and frustration at the outcome. It is understandable why both ideas have been advanced but I believe neither offers a desirable or useful avenue for the University to follow.

One idea is that the community deserves a full explanation of what happened. Insofar as this calls for a description of the process, it is a legitimate request. It has been admirably met by Professor Paul Bender’s account in the Almanac of September 23. To the extent that it is a call for a justification of the choices by the search committee or by the Executive Board, it is one that can or should be met. I can testify from personal experience that it is very tempting for a faculty member of the search committee, and I imagine the same is true of student and trustee members, to reveal his or her position. If one could truthfully report that he argued in favor of the man many think should have been chosen, he would thrust away from himself any blame for an unpopular action. And if the truth required that one had to report that he supported the decision of the Executive Board, at least he could try to justify his position though he might feel limited in what he could say if it appeared to involve public criticism of a candidate.

However, the confidentiality of the search and selection process should be protected in the interests of the University. The reason is that the more public our search processes can be expected to be, the narrower will be the choice of candidates available to the trustees or at least to get them to share their power in regard to the selection of the new president. Just two years ago the faculty for reasons that have not been made less compelling by the choice of the new president. I have already referred to, proposed that the trustees consider adding faculty members to their Executive Board.

The idea of faculty representation on the board of trustees has come up periodically in the past. It has been rejected in the past by our faculty for reasons that have not been made less compelling by the choice of the new president. Just two years ago the faculty representation on the Task Force for University Governance unanimously opposed a proposal to add faculty and student members to the Board as did the earlier Task Force on Governance.

Nonvoting faculty and student liaison members have been added to key trustees’ committees but not to the Executive Board.

It is in the interests of the faculty and the University to have a distinguished body of devoted trustees who will appreciate the mission of the University, guard and expand its financial resources and yet defer to the faculty on academic matters, and more generally leave the internal operation of the University to the administration and the faculty.

In fact, we have at Pennsylvania a delicate balance of power between trustees and faculty that permits each to serve the University in what is close to an ideal way. Although the trustees are by law in full control of the University they have in practice concentrated on the business and financial aspects of the operation. Speaking as one faculty member who has been exposed to the workings of the trustees, I have been impressed by their dedication and effectiveness and by their recognition that financial and business aspects should be subordinated to the academic affairs of the University.

I don’t mean that the dividing line between the trustees and the faculty or between business and academics has always been drawn by the trustees as I would. I believe that in their concentration on financial matters they have occasionally made or approved of decisions that have adverse academic consequences. I fault them most for permitting financial balance, including debt retirement, to be achieved at the expense of the present faculty and of the quality of the future faculty. Nevertheless, the clear intent of the trustees is to follow the recommendations of academic administrators on academic matters. They find it easiest to do this when they have confidence in the person who occupies the presidency. The president represents their concerns in the operation of the University and they rely on him both to provide academic leadership and reflect to them the academic interests of students and faculty.

The president in turn relies primarily on the provost and the deans and on formal and informal consultations with faculty and students in the formulation of policy. In the workings of academic affairs, the faculty is in fact primary because of its direct control over appointments and promotions, curriculum and academic
standards, and because no provost or dean can be appointed or remain in office without its assent. In addition, the faculty has a voice in determining the slate of presidential candidates. If there is any need for remedy from trustee actions that impinge upon the academic process, the faculty has available means not to correct every small deviation but to see to it that the division of responsibilities is maintained.

The presence of faculty members on the board of trustees would radically alter the system. It might well lead to greater involvement of the trustees in the educational affairs of the University, without providing adequate representation of the diversity of interests and viewpoints of the faculty. (What one person, what four people would you want to represent the whole faculty?) No one has pointed to any experience in the search process that supports such a change.

May I add two things to this statement: First. I would like to express my admiration for Vartan Gregorian as an inspiring leader and my appreciation of the remarkable service he has performed for the University in his capacity as dean of arts and sciences and as provost. He has been a leader and a healer and it is sad to lose him in these capacities. (That does not necessarily mean that I supported his candidacy above others, although I may have.)

Second, I would like to see us welcome Sheldon Hackney to the presidency of our University. He is a distinguished scholar, a cultivated gentleman, a man with broad social concerns, and a person of wide administrative experience. The welfare of all of us depends upon his success. Let us give him our support in moving ahead.

Dr. Kravis, University Professor of Economics, was a member of the Consultative Committee which ended its work this fall. He served as chairman of the Faculty Senate between January 1978 and May 1979.

SPEAKING OUT

Nominations still open?

Although the 50 or so trustees have not yet met together, reviewed, or voted on the nomination of the Executive Committee, some faculty think it a "certainty" that Sheldon Hackney will be the president of the University. Although it would not be surprising if Mr. Hackney became the president, it is by no means a certainty. Three weeks ago, everyone was "certain" that Vartan Gregorian would be president. That prediction was wrong and our error arose out of our ignorance about the internal workings of the trustees. We are still ignorant of the internal workings of the trustees, and this second prediction may again be wrong because of that ignorance. We do not know what the lines of power are within the full board of trustees. We do not know how many of them are strong supporters of Gregorian. We do not know how many of them, apart from any estimate of Gregorian himself, consider an outstanding president-faculty relationship crucial to the intellectual and financial health of the University. We do not know how many of them have in the last few weeks been in contact with the larger intellectual and educational community and have experienced its surprise and dismay at the passing over of the nationally honored internal candidate. One thing we do know is this: the formal "Statutes of the Corporation" (copies of which are available to any interested reader)* provide for more than one nomination to go before the full board of trustees. Those rules nowhere speak of a single nomination.

Almost everyone agrees that whoever becomes president should at the time be made welcome by the faculty. The only question centers on the position we assume until that selection is made. In answering this question, the nature of Gregorian's own administration—its large-spiritedness, its unchallengeable dignity, and its intellectual courage—may once more be instructive.

Gregorian's candidacy at schools like Stanford and his selection as Chancellor of Berkeley entailed many decisions by many people, any one of which has a variety of meanings. But one of those decisions by one of the participants has this one meaning: in the act of rejecting Berkeley's offer, Gregorian

*See excerpt in Almanac, September 30, p. 2.

was choosing the possibility of working with us over the certainty of presiding over another great university. At this time, it seems both appropriate and dignified that we continue to stand by our own deep convictions about the presidency of the University of Pennsylvania, that we continue to act on the very real possibility of working with Gregorian over the apparent "certainty" of being presided over by any other nominee.

—Elaine Scarry
Associate Professor of English

The following letter was transmitted by the chairman of the Benjamin Franklin Professors, with the notation that six of the group's seven members signed it and that the original was sent to the Secretary of the University for transmittal to the trustees. Separately, the seventh, Philip Rieff, Benjamin Franklin Professor of Sociology, has asked Almanac to make it a matter of record that he was asked to sign and refused, and that he opposes the resolution.

Nomination Requested

We urge that Provost Vartan Gregorian's name be put before a meeting of the Trustees to be voted on for President of the University of Pennsylvania.

—Robert E. Davies
Benjamin Franklin Professor of Molecular Biology
—Eving Goffman
Benjamin Franklin Professor of Anthropology and Sociology
—Lawrence R. Klein
Benjamin Franklin Professor of Economics and Finance
—Leonard B. Meyer
Benjamin Franklin Professor of Music
—Louis B. Schwartz
Benjamin Franklin Professor of Law
—Leo Steinberg
Benjamin Franklin Professor of the History of Art

The Secretary of the University notes that she has forwarded the trustees the following, in response to the six professors' request above:

At the request of Professor Robert E. Davies, I am forwarding to you a statement signed by six of the University's Benjamin Franklin Professors urging that "Provost Vartan Gregorian's name be put before a meeting of the Trustees to be voted on for President of the University of Pennsylvania." After discussing the statement with Paul Miller, I consulted with counsel as to whether it would be possible for a nomination to be made at the meeting of the Trustees on 24 October at which you will vote on the Executive Board's nomination of Sheldon Hackney. They indicate that although any person may be discussed in relation to Dr. Hackney during your deliberations on his nomination, the Statutes provide in Article II, Section 4, that nominations for president may be made only at a meeting of the Executive Board called for that purpose. Dr. Hackney's nomination was moved at such a meeting on 14 September.

—Mary Ann Meyers
Secretary of the University

Welcome Dr. Hackney

On the basis of all available evidence, Dr. F. Sheldon Hackney is superbly qualified to become the next president of the University. The faculty should unite in welcoming Dr. Hackney to our campus and in assuring him of its complete support.

—Morton Benson
Professor of Slavic Languages

Some Are, Some Not...

During the past week or so, Almanac and the Daily Pennsylvania have been filled with reactions of students and faculty to the choice of our next president of the University. I can understand the disappointment of some of my colleagues and a few of my students at the failure to choose Vartan Gregorian as president. He is a brilliant and charming man, and I for one heartily support his liberal philosophy of undergraduate education; he is the best qualified man I know for leading students and faculty in the critical years to come at the University. I am, therefore, deeply saddened by his decision to resign as provost, for at Pennsylvania, as I understand it, this is the office which should set the tone of the intellectual and educational life on campus. If the division of responsibility is to

(Continued on page 4)
work best, on the other hand, our president is the man charged with leading the whole university adventure, responsible to alumni, foundations, business corporations, local, state and federal governments, trustees, and present and future parents—all these constituencies in addition to faculty and students whom he approaches best through the provost.

I do know Vartan Gregorian; I do not know Sheldon Hackney. But I do feel that the right decision has been made as to our next president; and I may very well be wrong.

I write this letter, not in order to register my own sentiments and judgments as to the wisdom of this decision but to suggest that, while *Almanac* and the *Daily Pennsylvanian* have been filled with the opinions of those who disapprove the decision, it does not follow that THE students or THE faculty are against the decision of the Consultative Committee or the Executive Board of the trustees; some are, some are not, and others are indifferent.

Democracy in this nation and collegiality on this campus are indeed in a bad way when only those who are against things monopolize the marketplace and press.

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### Recognizing Quality

Among the many distressing aspects of the new presidential appointment, first and foremost is the fact that Provost Gregorian had won a great deal of support and genuine enthusiasm among faculty and students—more, I believe, than any University leader in a number of decades that extend back to my undergraduate days at Penn. This capacity to mobilize enthusiasm is precisely what the University needs to counter the tendencies toward impersonal bureaucratization, fragmentation, and overemphasis on mechanical cost-benefit calculations. Was any weight given by the members of the provost committee to this strong and frequently intense support for the provost, which was based on long experience and close contact? Did the members of this committee merely select an alternative arbitrarily or did the committee consider itself to be truly representative, so unbiased, and so wise as to be able to operate in complete isolation from the rest of us?

This is a sad case of a compelling leader emerging from inside an organization, and the institution incapable of recognizing quality. Those responsible for this denouement have not served us well.

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### Teetering on the Brink

**An Open Invitation to all Pennpeople**

Any objective observer of the University scene (as a humanist, I am used to thinking in terms of small audiences) will have to admit that Penn is not often identified as the source of modish innovations in higher learning. Too often, we have been content to follow the lead of Harvard, Berkeley, or West Chester State, and other institutions. But now that we are teetering on the brink of real greatness, according to the *D.P.* we need something original that will give us the little push that will result in what future generations will surely refer to as The Great Fall Forward. As you may have guessed, I have contrived what I think is just the thing.

The thing is "The Student Prints," an original musical comedy based roughly on the Franco-Prussian war. The production of this work, which by its subject and nature is in no way appropriate for THE students or THE faculty are against the decision of the Consultative Committee or the Executive Board of the trustees; some are, some are not, and others are indifferent.

Democracy in this nation and collegiality on this campus are indeed in a bad way when only those who are against things monopolize the marketplace and press.

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### Misleading Pitch in Reading

I consider it extremely unfortunate and inappropriate that the University has tacitly approved the on-campus solicitation of students by a proprietary speed reading company. During the past week I attended a promotional meeting for such a company at Houston Hall. Not only was the "pitch" misleading—full of what I consider ambiguous statistics and misconceptions about the reading process—but the presenter, when asked, only promised increased speed with *high school* not college level materials. More important, she failed to acknowledge that reading speed for academic materials should vary according to the individual reader's background knowledge, purpose, and type of material encountered.

In contrast to the high-priced commercial speed reading courses, the University Reading Improvement Service at the Graduate School of Education offers a variety of services to University of Pennsylvania students and staff—all free, with the exception of a one-week session in college reading and study skills for which there is a minimal charge (20% of the cost of that commercial course, and usually paid for by the Financial Aid Office for students on financial aid). The URIS basic service is a free interview, designed to help students and staff identify their strengths and needs and to discuss their options. Only a very small percentage find they need the course.

Judging by the interest in the speed reading promotion at Houston Hall late last week, many Penn students want to improve their reading and study skill. I expect that most are not aware of the services available at the University to help them do that—in a way that is educationally sound.

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### Speaking Out

welcomes the contributions of readers. *Almanac*’s normal Tuesday deadline for unsolicited material is extended to Thursday noon for short, timely letters on University issues. Advance notice of intent to submit is always appreciated. – Ed.
Statement on Faculty Responsibility

The Faculty Senate, at its meeting of April 23, 1980, approved, with some modifications, the Statement on Faculty Responsibility which was developed by the University Council Committee on Faculty Affairs and approved by University Council in Spring of 1979. Provost Gregorian has accepted the Senate recommendation and has authorized that the Statement on Faculty Responsibility, as modified and approved by the Senate, be published in the “University Regulations” section of Almanac as official University policy. The following document, therefore, is to be added to the 1979 Handbook for Faculty and Administration as Section II. D.la (beginning on page 30).

An appointment to the standing faculty of the University of Pennsylvania implies the recognition of a teacher-scholar’s professional achievements and promise. Although the final authority for the conduct of University affairs is vested in the Board of Trustees, much of that authority is delegated to the various faculties whose policies and decisions play the key role in determining the character of the University as an educational institution. Working with their deans, the provost and the president, the faculties conduct the affairs of their schools and departments to the mutual advantage of their students, the University, and the scholarly community.

Traditionally professional men and women have chosen university teaching posts partly because they allow for a flexible scheduling of time and an opportunity to pursue intellectual interests relatively free from distraction. In a research university, which has as its main functions the advancement and imparting of knowledge, teaching and scholarship may be said to have equal rank and to be interdependent. At the same time it must be recognized that the University is an institution of great complexity requiring a large expenditure of faculty time for its successful governance and operation. It is the purpose of this statement to indicate in a general way the minimum obligations of a faculty member toward the students and the institution. More specific obligations will be found in the policy statements of the various schools. Unless otherwise authorized by the University administration, all members of the standing faculty of the University of Pennsylvania will be expected to abide by the principles stated herein.

Teaching and Related Activities

Except for official leaves of absence, released time provided by research grants or administrative appointments, special ad hoc arrangements that permit teaching to be concentrated in one term during a particular academic year, or other official exemptions, faculty are expected to participate fully in the teaching program during each regular term of the academic year. Teaching loads, which may vary from time to time, are determined by the dean of each school in consultation with the faculty, the department chairperson and the provost. The teaching of students at all levels is to be distributed among faculty members without regard to rank or seniority as such. Basic-level courses are not deemed the exclusive province of the junior faculty nor advanced courses the unique domain of the senior faculty. It is important that undergraduates, including freshmen, and sophomores, have significant opportunities to learn under eminent scholars. And junior faculty members should not be called upon to bear a disproportionately heavy share of the responsibility for large and pedagogically demanding basic-level courses. This is not to say that teaching assignments should be unrelated to research interests or teaching strengths. On the contrary, the marriage of teaching and research greatly enhances both enterprises. Moreover, to the extent that some professors are more adept at teaching small classes than large ones, or leading discussions rather than lecturing, those comparative advantages are an appropriate consideration in allocating teaching responsibilities. Naturally, teachers should be flexible enough to offer courses outside narrow fields of specialization. A teacher whose class is declared because they allow for a flexible scheduling of time and an opportunity to pursue intellectual interests relatively free from distraction. In a research university, which has as its main functions the advancement and imparting of knowledge, teaching and scholarship may be said to have equal rank and to be interdependent. At the same time it must be recognized that the University is an institution of great complexity requiring a large expenditure of faculty time for its successful governance and operation. It is the purpose of this statement to indicate in a general way the minimum obligations of a faculty member toward the students and the institution. More specific obligations will be found in the policy statements of the various schools. Unless otherwise authorized by the University administration, all members of the standing faculty of the University of Pennsylvania will be expected to abide by the principles stated herein.

Research

Another aspect of faculty activity is service to the department, the school, and the University. The faculty is involved in all decisions affecting courses, curricula, degrees, appointments and promotions, and in many others affecting the physical plant and the multifarious aspects of University life and activities. Thus service as administrators and committee members is an important concomitant of faculty status. All three activities, teaching, research, and service, are of major importance, and all may be considered in determining salary levels and eligibility for promotion. Since some members may be called upon for extraordinary effort in one or more of these areas, such effort is consistent with adjustment in the others. Thus exceptionally heavy administrative duties are often balanced by a reduction in teaching load. Taken in their entirety, faculty activities usually involve a total commitment of one’s professional time and efforts.

Availability

Becoming a member of the standing faculty of the University implies a willingness to accommodate oneself to the reasonable scheduling of courses, laboratories, faculty meetings, and committee assignments. Faculty members are expected to be available for advising and individual student conferences throughout the term by means of regularly scheduled office hours or appointments or both unless prevented by conflicting professional activities. Moreover, faculty members are also expected to be easily available to their colleagues. Only compelling personal or professional reasons should prevent faculty members from holding all classes at the scheduled times and places. Every effort should be made to reschedule classes missed because of a teacher’s absence. Formally scheduled final examinations are to be given only during the time periods officially announced.

Service

Appointments are made to the standing faculty of teacher-scholars whose research and publication are expected to continue throughout their active careers. Teaching loads at the University of Pennsylvania generally reflect the assumption that a significant part of the faculty member’s time will be devoted to research.

A separate statement covers University policy regarding religious services and research, as well as other professional activities. The separate statement is published in the “University Regulations” section of Almanac as official University policy. The following document, therefore, is to be added to the 1979 Handbook for Faculty and Administration as Section II. D.la (beginning on page 30).
University Council, 1980-81

The University Council ... exists to discuss and formulate for recommendation to the president general policies of the University which may affect its educational objectives by consultation among elected representatives of the disciplinary fields of the faculties, representatives of the student body, trustees, paraprofessional students, and elected representatives of the undergraduate and graduate professional students. It is empowered to initiate policy proposals as well as to express its judgment on those which are submitted to it by the administrative officers of the various academic divisions of the University. It is also empowered to request information through appropriate channels from any member of the University administration.

-Council Bylaws

The University Council normally meets on the second Wednesday of each month from 4 to 6 p.m. in the Council Room of the Furness Building. Any member of the University community may submit items for consideration to the Steering Committee, c/o the Secretary's Office, 121 College Hall, CO.

Steering Committee

The Steering Committee shall consist of the president of the University, the provost, the chair and the chair-elect of the Faculty Senate, the chairpersons of the Undergraduate Assembly and the Graduate and Professional Student Assembly, and five faculty members, one undergraduate student, and one graduate/professional student to be elected by the incoming Council at its May meeting from among its membership for the ensuing year. The chair of the Faculty Senate shall be the chair of the Steering Committee.

Bylaws

Allison E. Accurso  Stephen Marmon
June Axinn  Phoebe S. Leboy
Lee Brown  Martin Meyerson
Nancy R. Caspari  Dorothy Sheahan
Robert F. Giegengack  Walter D. Wales
Ivar Berg  Paul Bender, Chair

Moderator Herbert S. Levine
Parliamentarian Christian Day

Members of the Administration

Morris S. Arnold  Thomas W. Langfitt
Jospeh Bordogna  Martin Meyerson
Robert H. Dyson, Jr.  Benjamin S. P. Shen
Claire M. Fagin  Louise P. Shoemaker
Vartan Gregorian  Janis I. Somerville
Dell H. Hymes

Representatives elected by the Faculty at Large

Jacob M. Abel
Regina Austin
Paul Bender, Chair
Ivar Berg
John S. DeCani
David K. Hildebrand
Anne Kane, Secretary
Phoebe S. Leboy, Chair-Elect
Paul M. Lloyd
Morris Mendelson
Adrian R. Morrison
Peter C. Nowell
Walter D. Wales, Past Chair
Leon P. Weiss
Irene J. Winter
Julius Wishner

Elected by the Faculty Constituencies

1. FAS: Anthropology, Geology, Psychology: Robert F. Giegengack
2. FAS: English, General Honors: Paul J. Korshin
3. FAS: Linguistics, Mathematics, Philosophy: George Cardona
4. FAS: Biology, Chemistry: Gordon W. Ellis
5. FAS: Astronomy, Physics, Michael Cohen
6. FAS: Classical Studies, German, Romance Languages, Slavic Languages: Elizabeth Block
8. FAS: American Civilization, Classical Archaeology, Folklore and Folk Culture: History and Sociology of Science, Oriental Studies, South Asia Studies: election underway
9. Engineering: Moore School of Electrical Engineering: Kenneth Fegley
11. Graduate School of Fine Arts: Seta Low
12. School of Social Work: June Axinn
13. School of Allied Medical Professions: Deborah Labovitz
14. FAS: Economics, Peace Science, Regional Science: J. S. Williamson
15. FAS: Political Science, Sociology: Ivar Berg

*Observer

November 7, 1980 Almanac

University Council, 1980-81

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15. FAS: Political Science, Sociology: Ivar Berg

*Observer

October 7, 1980 Almanac
Council and Independent University Committees 1980-81

Much of the work of the Council is done through its standing committees. They are chosen each spring through the Committee on Committees, which makes its recommendations after issuing a campus-wide call for nominations. The Committee on Committees also recommends members for the Independent Committees. Appointments to all of these committees are made by the Steering Committee.

Council Committees

Bookstore Committee
Chairman Brian J. Spooner (anthropology)
Faculty
Jonathan Black (orthopaedic surgery)
Terry Friess (engineering)
Peter Gaycke (Oriental studies)
Hendrik F. Hamaka (chemistry)
Charles Pappas (restorative dentistry)
Charles R. Wright (communications)
Administration
Hamilton Elliott (archives)
R. Anne Mengel (provost's office)
Leon Rosenblatt (School of Medicine)
Miriam Solomon (economics)
Students
Phil Carlon (Wharton '81)
Perry Dean Peckham (SPUP Law)
Ex officio
Barry H. Vitow (director, University Bookstore)

Committee on Committees
Chairman John A. Lepore (civil and urban engineering)
Faculty
Stella Y. Botelho (physiology)
Henry M. Hoengswald (linguistics)
Renata Holstein (history of art)
Fred Karush (microbiology in medicine)
Almarin Phillips (law and public policy)
Administration
Andrew J. Condon (student life)
Students
James Cassidy (FAS '81)
John Nelson (Wharton '81)
A-3 invitee
Joseph F. Kane (radiation safety)

Communications Committee
Chairman Frederick V. Brutch (chemistry)
Faculty
Raymond S. Berkowitz (electrical engineering)
Adelaide M. Deluca (biochemistry in veterinary medicine)
Clifford H. Jordan (nursing)
William J. Kelly (marketing)
Paul J. Kort (English)
Daniel Malamud (biochemistry in dental medicine)
Paul Nemer, Jr. (surgery)
Administration
Tobie Amsterdam (alumni affairs)
Karen Freedman (Wharton)
A-3 Staff
Uns Beach (chaplain's office)
Inga Larson (Wharton)
Students
Cheryl R. Saban (FAS '82)
Stephen Johnson (Med)
Peter Shapiro (Law)
One undergraduate student to be appointed
Ex officio
Mary Perot Nichols (director of communications)

Community Relations Committee
Chairman Michael Katz (education)
Faculty
Sylvia G. Brown (classical studies)
Christian Flass (astronomy)
Alan C. Kors (history)
James M. Larkin (education)
Herman Levin (social work)
Herman Segal (oral medicine)
Anthony R. Tomarison (city planning)
Administration
Jeffrey A. Bishop (development)
Gary M. Kiley (minority recruitment)
Nancy Moses (Philadelphia studies)
Carrie B. Spann (CWEA)
Students
Deborah R. Sackner (FAS '81)
Marla E. Varnavis (social work)
Ex officio
Ronald Bond (director, recreation)
Richard H. Buford (director, real estate development)
Thomas C. Coti (director, community relations)
Stephen Goff (director, Annenberg Center)

Educational Planning Committee
Chairman David DeLaura (English)
Faculty
Mark B. Adams (history and sociology of science)
Morris Arnold (law)
Jean Crockett (finance)
William C. Forsman (chemical engineering)
Sydney Friedman (medicine)
Charles S. Goodman (marketing)
Larry Gross (communications)
Dorothy R. Huvich (psychology)
Frederick H. Ruch (microbiology in medicine)
Victoria Kirmash (ancient languages)
Alfred K. Mann (physics)
Norman Oler (mathematics)
Philip Ritzert (radiation therapy)
Truman G. Schnabel (medicine)

Students
Alice Beck (FAS '81)
Jeanne Anne Campbell (GrF)
Marc A. Feigen (FAS '83)
Bruce Johnson (Whr) Amy Lyman (Gr Ed)
Ex officio
Paul Anderson (chair, steering committee)
Benjamin S. P. Shen (associate provost)

Facilities Committee
Chairman Martin Pinch (physiology)
Faculty
Gordon W. Ellis (biology)
Bertram Green (medical and rehabilitation science)
Melyna A. Matter (American civilization)
Harbor Branch (education)
Thomas Reister (regional planning)
James C. Saunders (cardiology)
Vukan R. Vuiche (civil engineering)
Administration
Mary G. Beermann (residential living)
Donald Jacobs (dining service)
Mary Spata (student life)
A-3 Staff
Yola Green (education)
Harry Hanford (veterinary medicine)
Students
James G. Donan (Wh 81)
Timothy W. Hurchee (Wh 82)
Donald W. Ruch (Med)
Richard B. Schienger (Whr)
Ex officio
Thomas C. Cosi (director, community relations)
Leslie Pochos (actig registrar)
Fred A. Shabach (vice president for operational services)
Staff
Virginia J. Scherfel (assistant to vice-president for operational services)

International Programs Committee
Chairman F. Hilary Conroy (history)
Faculty
Maria Z. Brooks (Slavic languages)
Marilyn H. Hess (philosophy)
George B. Kofke (philosophy)
Ann E. Mayer (legal studies)
Kathryn K. McManus (ancient languages)
Adrian R. Morrison (animal biology)
Alois Nowy (periodontology)
Noah S. Pryor (computer and information science)
Donald E. Smith (political science)
Jay N. Zemel (electrical engineering)

Students
Gary Serfis (Wh 81)
Patrick Sun (Wh 81)
David Levy (Whr)
John H. Rich (Wh 81)
Ex officio
Humphrey Tonkin (director, international programs)

Library Committee
Chairman Roger M. A. Allen (Oriental studies)
Faculty
Andrew R. Bagley (education)
Arthur J. Bloomfield (economics)
Peter Conn (English)
Alfred P. Fishman (medicine)
Robert Koch (astronomy)
Sukhamay Lahiri (biology)
Janet R. Pack (public policy)
Brian J. Spooner (anthropology)
Ira Zandi (civil engineering)
Chairman-elect
Administration
Ronald J. Cardini (director, CUS)
Students
Donald E. Baker (Wh 83)
Khasham Bolt (Gr Ed)
Ex officio
Richard DeGennaro (director of libraries)

Personnel Benefits Committee
Chairman Richard S. Woods (accounting)
Faculty
James H. Ayers (social work)
Janice R. Bellace (legal studies)
Ira M. Cohen (mechanical engineering)
Rouyn Eisen (microbiology in veterinary medicine)
Igor Kopystoff (anthropology)
Douglas G. Olson (insurance)
Frederick P. Schreiber (radiation therapy)
Robert Stein (medicine)

Administration
f. Graham Ubisch (annual giving)
Mary Steppe (ABT)
Joan V. White (student financial aid)
A-3 Staff
Roosevelt Dicks (operational services)
Ruth Manwaring (music)
Ex officio
Dennis F. Dougherty (controller)
James J. Keller (associate director, personnel relations)
Gerald L. Robinson (executive director, personnel relations)
Graduate student invitee
Jay Ticker (Whr)

Committee on Recreation and Intercollegiate Athletics
Chairman Sheldon A. Steinberg (veterinary neurology)
Faculty
Howard Brody (physics)
Peter Conn (English)
Helen C. Davies (microbiology in medicine)
Hendrik F. Hamak (chemistry)
Robert J. Kreb III (medical and rehabilitation science)
William Lee (civil engineering)
Charles J. McNamara, Jr. (material sciences and engineering)
Erwin R. Schindler, Jr. (surgery)
Sally H. Zigmond (biology)

Administration
Dennis Cochran-Fikes (Wh 81)
George S. Knoll (student financial and administrative services)
Alumni
Heather Grady
H. Hunter Lott, Jr.
A-3 Staff
Louise Andrews (veterinary medicine)
Joseph Guerrero (physics)
Students
Allison Accurso (FAS '81)
Kevin Moran (FAS '82)
Francisco Gonzalez (Law)
Ex officio
Charles Harris (director, recreation and intercollegiate athletics)
James L. Somerville (vice provost for University life)
W. J. Stetson, Jr. (director of admissions)

Committee on Research
Chairman Stephen Gal (geological science)
Faculty
Max Aspar (physics)
Nabil Farhat (electrical engineering)
Jacqueline Fawcett (nursing)
Sherman Frankel (physiology)
Paul Kleindorfer (management)
(Continued on page 8)
Second Notice: Honorary Degree Nominations

The University Council Committee on Honorary Degrees welcomes suggestions for recipients of honorary degrees for Commencement on May 18, 1981. Nominations (including background biographical information) should be submitted in writing to any member of the committee, or to Connie Hays, Office of the Secretary, 121 College Hall/CU. The deadline is October 17.

Committee members include:

S. Reid Warren, Jr., chairperson, 201 Moore/D2
Dale Borenstein, Box 743, 3901 Locust Walk, B8
Marsha Hennessey, 4610 Beaumont Ave., Philadelphia, PA 19143
Henry His, 610 Williams/CU
Harold Lie, Room 210, 4025 Chestnut/T2
Victor H. Main, 849 Williams Hall/CU
James Pickands III, E-243 Dietrich Hall/CC
Jack E. Reece, 207 College Hall/CU
Philip Rieff, 458 McNeill/CR
George Rochberg, 113 Music Annex/D8
Truman G. Schnabel, 1 Gibson, HUP/G1
Eliot Stellar, 243 Anatomy-Chemistry/G3

Independent Committees

Budget Committee
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Vice-Chairman Thomas W. Langlant (vice-president for health affairs)

Executive Officer Jon C. Strauss (vice-president for budget and finance)

Ex officio
Erling E. Boe (education)
Robert E. Forster (physiology)

Administration
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Disability Board
Chairman Dan M. McGill (insurance)

Ex officio
David DeLaura (chairman, Educational Planning Committee)

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Council: Split Straw Votes on the Judiciary

At the September 24 meeting, Council discussed without action its two main agenda items—the United Way and the Judiciary—and referred to the Steering Committee a motion for Council review of presidential selection procedures. It will be studied in the light of the October 14 Senate meeting's outcome. The text:

**Whereas there has been controversy recently about the procedures involved in the selection of the president of the University:**

**And whereas these procedures still have not been codified in the Statutes of the Corporation, as recommended by both the 1970 and 1979 Task Force on Governance:**

**And whereas it seems appropriate that such review now occur so that controversy about these procedures may be reduced in the future:**

The University Council hereby calls for the creation of a special ad hoc group to review the procedures involved in the selection of the president of the University. This group should include students, faculty, staff and administration. It should report its recommendations back to the Council no later than March 15, 1981. The members of this group should be appointed by the Steering Committee upon recommendation from the appropriate constituency bodies.

**On the United Way:** President Martin Meyerson named Dean Louise Shoemaker to chair this year's campus committee; she will advise on the implementation of the new donor option plan (*Almanac*, September 16) and on equal visibility for member and non-member agencies.

**On the Judiciary:** Action was delayed for Steering Committee review, but straw votes were taken on two controversial proposals: one, to adopt an all-student judiciary in place of the present all-University one (but with traffic cases taken out of its jurisdiction) and the other, to specify that attorneys be barred as advisors in hearings (the present procedure does not specifically rule them out). On the first question the vote was 12 for a student judiciary, 14 for the all-University model, and one for a judiciary to hear only student cases but with faculty and students adjudicating. On the second, the vote was 13-13 for and against allowing attorneys, with none in favor of remaining "unspecified." Time ran out before discussion could be held on some issues raised from the floor—including the proposal that no judicial inquiry officer have the power to negotiate an informal settlement (i.e., without a hearing) that includes suspension.

**Other Council News:** A motion to request delay of the trustees' adoption of a Policy on Institutional Response to External Issues (Draft for Comment, *Almanac* September 9) was withdrawn after Secretary of the University Mary Ann Meyers said the trustees have already rescheduled their deliberations (to January) to allow time for campus response.

During the illness of Dr. Michael Wachter, Professor Ralph Spritzer will serve as acting chair of the Committee on Open Expression.

In response to inquiry, Mr. Meyerson said First Pennsylvania Bank "is not lending to South Africa." One loan, originally $4.85 million, has $2.3 million outstanding and will not be renewed, as has been advised.

Provost Varian Gregorian thanked Council for its expressions of appreciation at the September 17 meeting. He gave a list of reports to be issued this month, including a five-year report on FAS, a two-year report on the provostship, and one on athletics by DRIA Director Charles Harris.

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PENN PEOPLE

A knighthood go unnoticed? Not even if it's announced ten months late. A man called Peter (Shepheard, dean of GSFA between 1971 and 1979) was dubbed Sir Peter Shepheard, C.B.E., last New Year in the honors list of Queen Elizabeth II. Sir Peter remains professor of architecture and environmental design here, and practices what he professes.

Sir Peter Shepheard

Penn, eventually rising to station manager. Mr. Arnold's early career included engineering and production for stations in Texas and Louisiana, and he participated in CBS's pioneering Earlybird satellite launch.

Wharton's director of administrative services. Eric C. van Merkstenjein, has taken on new responsibilities, as associate dean for financial and central services. Mr. van Merkstenjein held his previous position since March 1975, and is a lecturer in management, accounting and public management.

The Institute of Medicine recently elected Dental School Dean D. Walter Cohen to its membership. Chartered in 1970 by the National Academy of Science, the institute enlists distinguished members of medical and other professions for the examination of health policy issues, such as access to health care by minorities and the handicapped, the medical basis for retiring airline pilots at 60, and effects of stress on health.

Murray G. Murphey, professor of American civilization, will serve two more years on the Council of the Inter-University Consortium for Political and Social Research (ICPSR). He was first elected to the international organization that provides resources for research and instruction in the social sciences in 1978.

The A-3 Assembly's new representative to the *Almanac* Advisory Board, Una L. Deutsch, has been an *Almanac* reporter for many years: recording deaths in the University family and advising of memorial services has been a spin-off of her job as secretary to the chaplain, Rev. Stanley E. Johnson. Her new volunteer role calls for her to give the editors feedback on A-3 staff needs in *Almanac* as well as reporting A-3 Assembly positions on University issues. Mrs. Deutsch succeeds Virginia Hill Upright, who left the University in July for a new position.

A memorial service for the late Dr. Esther Lazarus, a noted social worker, administrator and teacher, was held at the School of Social Work on October 3. Dr. Lazarus died June 16.
Exhibits
Through October 17 Paintings by Patricia Magione. Includes her work in oil on linen, Fantasy, which was recently presented to the School of Dental Medicine as a gift. At the Faculty Club, 36th and Walnut Streets.

Through October 19 Dwellers from Kutja: A Women's Folk Tradition. The exhibit features exquisitely decorated wedding gifts and personal ornaments created for brides in Kutja, 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.


Until August 31, 1981 The Egyptian Mummys: 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.

October 4-November 9 Drawings: The Pluralsist Decade at the Institute of Contemporary Art. The show includes work by the same artists featured in the U.S. exhibit last year in Nanterre. Opening is set for Friday, October 3, 5-7 p.m.

October 9. November 7 Sherri S. Zion's Season. Drawings and oil-on-canvas paintings at the University Hall gallery.

October 15-February 15, 1981 African sculpture from the University Museum collection. More than 20 masks and statues from Sub-Saharan Africa selected for their beauty and significance. At the University Museum.

Films
Exploratory Cinema
October 1 Robert Flaherty's Nanook of the North and Jean Vigo's A Propos de Nice.
October 8 Dziga Vertov's Enthusiasm.

All screenings 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.

International Cinema, Series 8
October 8 Land of the Indians and Noel Nato, 7:30 p.m.
October 9 El Super, 7:30 and 9:30 p.m.
October 10 El Super, 4 and 9:30 p.m.; filmmaker William Fairlie presents his film, Sirocco, The Bell Rang to an Empty Sky and Martinl, 7:30 p.m.
October 15-16, 17 Carlos Delmarti Gomez and The Film Mill House, 7:30 p.m. Picnic at Hanging Rock, 9:30 p.m.
October 17 Picnic at Hanging Rock, 4 and 7:30 p.m.; Carlos Delmarti Gomez and The Film Mill House, 9:30 p.m.

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

University Museum
Children's Film Program
October 17 The Birthday of the Fish
October 18 The Man Who Could Work Miracles
October 25 Anaisi the Spider, the Magic Tree, Arrow to the Sun, The Loom's Necklace

All films in this free series are screened Saturdays at 10:30 a.m. in Harrison Auditorium of the University Museum.

University Museum
Sunday Film Series
October 12 Princess Tuyu Kwe-Fei
October 19 Daniel, a film biography encompassing the history of American jazz.

Films in this free series are screened Sundays at 2:30 p.m. in Harrison Auditorium of the University Museum.

Music
September 30, 1980, PUC sponsors Entertainment at 11 a.m., a weekly series of live performances in the Houston Hall Gallery.

October 9 Workshops in contemporary music presented by Continuum as part of a multi-residency sponsored by the music department. Set for the Annenberg School auditorium with times to be announced. Call Ext. 6244 for information.

October 10 Guest artists Continuum in the concert of the year for Penn Contemporary Players. Program includes the arrangement of Milton Babbitt's A Solo Request for soprano and two pianos, Igor Stravinsky's Concerto for Two Pianos and Jane Wilson's Phoenix for solo flute at 8 p.m. in the Annenberg School Auditorium. A reception with the artists follows the concert.

October 11 The Collegium Musicum is joined by guest artists the Cambridge Concert Dancers for Italian Renaissance Music and Dance. 8 p.m. in the Annenberg Center's Zellerbach Theatre. Tickets are $45 for students and $60 for others (senior citizens $30); October 17, 19; October 24, 19 School (202 Music). At 3:30 Annenberg Center and at the Annenberg Center Box Office.

Special Events
October 9 Reception for women faculty and administrative staff at the University in the Houston Hall Rathskeller. Dir. Dr. Cynthia S. O'Hara, sponsors.

October 10 To start its 10th anniversary year, WEOUP (Women for Equal Opportunity at the University of Pennsylvania) brings Congressman Bill Gray to lunch at noon in the Faculty Club. To attend the luncheon and hear his talk at the installation of WEOUP's first black president call Ms. Levinson, Ext. 8611 or Ms. Robinson, Ext. 4811 or 6600.

October 12 Family Day at New Bolton Center, Kennett Square. Noon-4 p.m. You can see the animals, inspect hospital facilities, visit the Lambs Acme, built in 1870 and view antique horse-drawn caws from the William Goodman collection. The University's Alumni Relations staff will barbecue hot dogs and hamburgers for the day at New Bolton Center. Free but call Alumni Relations at Ext. 7811 for reservations.

Penelope Atherton Arboretum. You are invited to visit the Arboretum at the peak of its brilliant fall foliage. A guided tour of the grounds will be conducted at 2 p.m. For free admission to the Arboretum, alumni, faculty, students and staff should use the Hillel entrance to the Arboretum and state their affiliation with the University. For directions to the Arboretum, call 242-3399.

Sports (home schedules)
Ticket information: Franklin Field ticket office, Ext. 6151.

Cross Country October 18: men's and women's Big Five Meet at Fairmount Park's Belmont Plateau.
Field Hockey October 7: vs. Franklin and Marshall, 7 p.m.; October 11: vs. Cornell, 3 p.m.; October 15: vs. Yale, 7 p.m.; October 22: 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.; November 4: vs. Millsaps, 1:30 p.m. All games at Franklin Field.

Lifeguard Football October 17: vs. Cornell, 2 p.m.; October 21: vs. Temple, 7 p.m. All games at Franklin Field.

Lightweignt Football October 17: vs. Cornell, 2 p.m.; October 21: vs. Temple, 7 p.m. All games at Franklin Field.

Sailing October 18: vs. Navy, noon; October 25: vs. Yale, 10:15 a.m.; November 7: vs. Villanova, 1:30 p.m.; November 11: vs. Harvard, 1:30 p.m. All games at Franklin Field.

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

Talks
October 7 Dr. Harold Persky, Psychoendocrine Aspects of Human Sexual Behavior. HUP's Medical Alumni Hall at 11:30 a.m.

Dr. Paula Ben-Amos, research associate for Africa, on Treasures of Ancient Nigeria, a slide lecture illustrating Nigerian culture. 6 p.m. at the University Museum, $3 for Museum members and $5 for non-members.

October 8 Susan Herdman of the University's School of Medicine brings Pressures on Health in the Metabolic Area of the Neurologic System, Reptilean Organism in Monkeys. NEB at 8 p.m.
First Annual Dean's Distinguished Lecture sponsored by the School of Nursing. Rhetta Dumas, deputy director of the National Institute for Mental Health on Mental Health Issues for the 80s: The View from NIH. NEB at 4 p.m. A wine and cheese reception follows.

Prof. Robert Engman, co-chairman of the fine arts department, on The Aesthetic Obligation, part of the GSFAS Student Lecture Series, Alumni Hall at 6 p.m.

October 10 Professor David S. Landes, Harvard University, on Finding the Time: The Invention of the Mechanical Clock in Medieval Europe, and Dr. Joan Mark, Harvard, on the American Indian as Anthropologist: the Case of Francis La Flesche. Sponsored by the history department and the department of history and science of society. History lounge on the second floor of College Hall at 4 p.m.

October 11 The Religion of Ancient Egypt, a series of non-credit lectures on the major aspects of Egyptian religion in light of recent discoveries and discussions. At the museum's Rainey Auditorium, 10:30 a.m. Fee is $50 for Museum members and $70 for non-members. Information: Ext. 4026.

October 15 Yeshayaahu Niir of the Hebrew University, Communications Offices, Churches and the State in 19th Century Photography in the Holy Land, Annenberg School 124 at 4 p.m.

Dr. Erin R. Schmidt, associate professor of orthopaedic surgery, can be replaced. This is the first of this semester's Brown Bag Seminars, West Lounge of University Hall at 1 p.m.

Dr. Charles DeLisa of the National Cancer Institute on Some Physical Chemical Aspects of Ligand-Receptor Interactions. Towne Building 337 at 3:30 p.m. Coffee served at 3 p.m.

October 15 The IEEE Philadelphia section on engineering in medicine and biology and the bioengineering society presents Biomedical Engineering and the University of Health Care, Towne Building 337 at 7 p.m. Information: Dr. K. F. Foster at Ext. 8534.

October 15-18 Changing Concepts of the Nervous System, a symposium in neurobiology sponsored by the School of Medicine's anatomy department. For more information call Dr. Frank Pepe of the anatomy department at Ext. 8059.

Regular Discussions
Psychology Colloquium One guest speaker each week presents for his research on some area of psychology or related discipline. Tuesdays at 4:30 p.m. in the lower B-21.

Medicine-Pathology rounds Tuesdays at noon, Orthopaedic Conference Room, 1 White, HUP.

Proseminar. Open to all members of the faculty. First Tuesday of the month. October through May. 11:30 a.m. in the Medical Alumni Hall, HUP.

To list an event
For information on the weekly Almanac calendar should reach our offices at 3535 Locust Walk one week before desired date of publication.

October 7, 1980 Almanac
The Spaces in Between

by Sir Peter Shephard

The purpose of a University campus is to provide a setting for the life of the University. Much of that life of course takes place in buildings and its richness depends on the quality of these buildings. But there is also a large part which goes on outside buildings, in the landscape. The daily passage of people in the landscape should provide a nexus of meetings, of recreation, or merely of relaxation, of which greatly enrich University life.

If a campus has an image in the mind as a place to be loved and admired it is likely to be formed not so much by the buildings as by the spaces in between. When people say Venice is a beautiful city, they speak not so much of the interiors of its buildings—which few of them see—as of the squares and streets and the life that goes on there; some cities, like Paris, have a splendid image in spite of mediocre architecture, because of the delightful layout of streets and boulevards. A university is a kind of small city, where people gather for a common educational purpose, but where much of the value and pleasure of being there comes from the daily life of the place. The plan of a University, like that of a city, should be a mechanism for enabling things to happen, for the enhancement of life. This is a modest but vital aim, well expressed in Gertrude Stein's remark about the Paris of the 1920s: when asked, what does Paris give you? she said, "it's not so much what Paris gives you as what it doesn't take away."

Penn's image at present is tarnished. After an excellent start around pleasant greens and walks, it is sad to see Cret, Powers and the Olmsted Brothers reporting to the trustees in 1913 in terms which had little effect but are still relevant today: "...at the University of Pennsylvania, as in particularly every other institution of its time, growth has proceeded without plan and through mere accretion, advancing step by step through marginal enlargements, into an ever-increasing confusion. This, the universal practice and natural outcome of a lack of initial planning has resulted in a vast agglomeration of buildings, without organic arrangement. It thus lacks convenience of relation between parts; the possibility of proper expansion of departments or of the introduction of new cognate departments in proper relation thereto, unity of architectural character and other advantages of a properly organized plan."

In the building booms of later years, there was more attempt to plan, but even the great building boom of the sixties did not create great landscapes. Instead of following Paul Cret's "fixed principle" of creating "open spaces enclosed by buildings and not employed to surround them" these buildings sit in isolation as on a chessboard; moreover, though the buildings themselves were expensive enough, no money was spent on renewing the old landscapes between them. Even on College Hall Green, the new buildings simply sit on their platforms, surrounded by a patched-up arrangement of walks and eroded grass, hardly concealing the ghostly curbs and sidewalks of Woodland Avenue. Such landscapes are impossible to maintain: paths in the wrong place cause grass to be trampled; undrained paths cause it to wash away. Much effort is annually wasted in the attempt to keep up the present bedraggled appearance of College Hall Green.

Unfortunately much of the worst landscape occurs in very conspicuous places—the corners of 34th and Walnut streets, 38th Street, College Hall Green—while the excellent older landscapes—Smith Walk and Hamilton Walk—are relatively tucked away. This, combined with a deliberate turning of the backs of buildings to Walnut and other streets, means that Penn presents a poor face to the casual visitor.

Nevertheless, there is much to be thankful for in the legacy of the campus. In all plans, it is sensible to build on whatever excellence exists and our careful evaluation of the campus, which we have set out at some length in this report, shows much that is good. In particular, the decision to close streets and create a pedestrian spine, which led to some shutting out of the city, also gave us, in Locust Walk, a new landscape with some of the quality of the old; we propose, largely by a rearrangement of the services system, to extend this principle further and reduce all internal vehicular traffic to a few cul-de-sacs entering from city streets.

We believe that our proposals can transform the campus and make it one of the most civilized of the urban universities. There may be those who will argue against spending money on this transformation; to them we say this is simply arrears of money that should have been spent before. Seen as a proportion of the more than $200 million spent on the buildings of the sixties—which themselves caused most of the landscape problems we now aim to solve—it is a modest investment. Moreover, it will produce a relatively maintenance-free campus. The permanent plantings of trees, shrubs, ivy, and grass are designed to mature into a stable landscape whose maintenance calls for the occasional application of intelligence and understanding, rather than constant intensive laboring. The provision of a functional and beautiful path system, with paths where people want to walk, made of lasting materials, properly curbed and drained, will save a considerable sum in recurrent patching and mending of the present makeshift system.

Finally it will be clear that, though we were commissioned to produce a plan for landscape architecture, we have naturally become involved in may other architectural and planning matters, and we have not hesitated to make suggestions about new buildings, traffic, parking, and servicing. The future health of the campus depends on the integration of these things with the landscape and we hope that this plan will be a step toward the end. Again, we see it as a process, which will need constant supervision and re-definition as the future unfolds. Inevitably it will be carried out piecemeal, but like the "Red Books" in which Humphrey Repton advised his 18th-century landlords on the landscaping of their estates, each "improvement" we have suggested is part of an overall vision of the campus as a truly habitable place.

Sir Peter's essay is from the out-of-print Landscape Development Plan of February 1977, developed with a team of faculty and students at the Graduate School of Fine Arts during his deanship.