**Better Mousetraps: By February 11**

Anyone who saved the University money in 1984 by doing things a new way is invited to enter a friendly campus competition which will culminate in Penn's entry or entries to the NACUBO Cost Incentive Awards Program.

Nationally, awards of $100 to $10,000 are made for cost-saving innovations that have potential for other colleges and universities. On campus, a coordinating committee made up of staff who have attended the Penn Perspective management development program are developing plans for recognition and dissemination of new ideas submitted by the in-house deadline of February 11.

To enter, individuals or groups will fill out an Idea Submission Form being sent to deans and directors by Vice President for Administration Gary J. Posner. "The NACUBO awards give Penn an opportunity to 'show off' by taking ideas that have universal applicability to a national competition," Mr. Posner said. "The enthusiastic reaction so far tells me Penn people look forward to sharing with each other the ways we find to do our own jobs better."

"In stretching our department and office funds to meet inflation last year, there were very likely Penn persons who thought up something nobody ever did before — possibly without even realizing his or her own ingenuity," said President Sheldon Hackney. "Wherever necessity has mothered such invention, in any lab or office, we'd like to hear about it."

Preliminary screening of the entries will be made by the Penn Perspective group, which includes Hamilton Elliott of Archives, Rochelle Goldstein of Medicine, Ruth Hugo of the Provost's Office, James Miller of Physical Plant, Carolyn Schlie of Athletics, David Sherman of the Mail Service, and Judy Zamost of the Office of the Vice President for Administration, who is coordinating the project.

Final choice of an entry or entries to NACUBO will be made by a senior administrative team.

NACUBO (the National Association of College and University Business Officers) has been running the cost-incentive awards program since 1975, jointly with the U.S. Steel Foundation, Inc. The top prize is $10,000, and there are two at $7500, five at $2500, a dozen or so at $1000, and a number at $100.

Penn was cited in the 1979 competition for conversion of the telephone system to automatic route selection in suburban calling, a project done under Steven Murray, now director of business services.

The $10,000 prize went last year to Lane Community College in Chicago, for switching to credit cards for purchase of supplies under $100. Estimating that it cost $75 in staff time and materials to issue a purchase order, the college issued bank credit cards to selected staff, and now pays one bill monthly for the aggregated small purchases.

Of the 46 other winning ideas in 1983, those that saved energy led the list (Indiana turned to ultrasound for detecting invisible steam leaks; Berkeley put silver-colored reflectors in fluorescent fixtures). Computerization and automation came next (a novel one: Washington's use of supermarket-like bar codes and readout equipment to log and track physical plant assignments). Several winners brought work in-house (Columbia's internal travel bureau, Kentucky's self-insurance of parcels, West Virginia's on-site computer terminal repair service run by its bookstore). Two institutions' libraries found better ways to move books in bulk; Cornell learned how to recover helium used in research; and Duke fund-raisers cut telethon installation costs by putting the football stadium's 45 press-box telephone outlets to work.

Ideas implemented in 1984 should not duplicate the previous year's winners, NACUBO specifies. The criteria are four, summarizable as (1) transferability, (2) innovation, (3) amount of cost-reduction without loss of program effectiveness and (4) degree of involvement of faculty, staff and students.

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**IN BRIEF**

**Open Forum: Adult Involvement in Fraternities and Sororities at Penn**

Thursday, January 15, 1984, 6 p.m. in Room B-11, Vane Hall. The forum sponsors, the Fraternity/Sorority Advisory Board, will limit each person's discussion to five minutes. Comments should also be given in writing to allow for maximum input.

**University Council:** Tomorrow's session considers students' recommendations on liaisons with Trustees (document, pp. 2-3) along with a proposed bylaws amendment extending the charge of the Community Relations Committee (text in Almanac January 8).

**Trustees:** The stated meeting of the full board begins at 2 p.m. Friday in the Arthur Ross Gallery at Furness, open to observers who call the Office of the Secretary, Ext. 7005, in advance.

Two additional speakers for Wednesday's opening of the Martin Luther King Jr. Commemorative Program are Rosa Parks, left, the Alabama whose refusal to move to the back of the bus sparked the landmark bus boycott of 1955, and Dr. Ezekiel Mphahlele, the South African scholar who is visiting professor of English here. Ms. Parks joins the keynote speaker, Randall Robinson, in discussion of U.S. civil rights and South African apartheid; Professor Mphahlele gives readings. The program begins at 7:30 p.m. in Harrison Auditorium at the Museum. (For talks and teach-ins on apartheid Thursday and Friday, see Almanac January 8, p. 1.)

**Deaths of Dr. Hale, Mr. Rubenis**

Two current members of the University died recently, Dr. Benita Hale of the Psychology Research Lab and Guido Rubenis of the Department of Facilities Planning.

Dr. Benita L. Hale, a research investigator with the University, died December 11 at the age of 41. Dr. Hale joined Penn in May, 1984, in the Psychology Research Lab, working with Dr. Myrna Schwartz, assistant professor of psychology, and her research grant on Alzheimer's Disease. Dr. Hale received her doctorate in 1982 from Fordham University and worked with Bell Labs in Murray Hill, New Jersey, before coming here. She is survived by her husband Gordon Hale.

Guido E. Rubenis, manager of documentation in the department of facilities planning died suddenly on January 9 at the age of 51. He had been working at the University since December 1960 and was also the owner of Ye Old Knight Cap Restaurant & Pub at 810 Chestnut Street.

Born in Latvia, Mr. Rubenis attended the People's (continued on page 2)
Dialogue on Animal Research

This morning at 9 a.m., eleven members of the faculty were scheduled to hold a two-hour discussion on the use of animals in research, as announced in Almanac December 11. Participants are:

Two members of the Law School faculty: Professors Gary Francione and Alan Watson (replacing former Visiting Professor Richard Delgado).

Drs. Thomas Langfitt and Thomas Gennaritl of Neurosurgery, who are affiliated with the head injury research project raided last summer.

Dr. Aron Fisher, chair of the Medical School's Animal Care Committee at the time the head injury project was reviewed.

Dr. Helen C. Davies, chair of the University's Research Committee.

Four faculty members named by the Chair of the Senate: Dr. Gary Cohen of microbiology/Dentist, Dr. Abraham Edel of philosophy, Dr. Renee Fox of sociology and Dr. Paul Fussello of English.

Dr. Barry Cooperman, Vice Provost for Research.


Agenda

I. Introduction and Statement of Purpose
(Barry S. Cooperman, Vice Provost for Research)

II. Presentation of Experimental Head Injury Laboratory Research: A summary of rationale, general and specific protocols, and results.
(Thomas Gennariti, Associate Professor, Neurosurgery)

III. Discussion of issues raised by the research conducted at the Experimental Head Injury Laboratory. This will include questions concerning:
- a) The general focus of the research—control of variables, use of animal models, definition of head injury as opposed to treatment, etc.
- b) Whether the research was conducted in conformity with relevant norms. Included here will be a discussion of the guidelines at the University for animal care and the procedures for monitoring compliance with these guidelines.
- c) Detailed experimental protocols; a discussion of the injury or injuries inflicted on the animals and the anesthetics used.
- d) The attitudes and comments of those people handling the animals. (Full Committee)

IV. Discussion of Perspective and Context: A review of the moral and ethical issues raised by research involving animals, including:
- a) Who is to control, i.e., be a member of the moral community?
- b) How far is the human use of animals for experiments qualified morally by the type of human purpose?
- c) How far in controversy over principles is it sound to use consistency as a criterion for credibility? E.g., does a person advocating animal right lose credibility if he/she is not a pacifist and a vegetarian?
- d) How far is it possible to agree on practical procedures with respect to animals while working from different sets of basic assumptions? (Full Committee)

V. Closing Remarks (Full Committee)

Report on Student Liaisons

Introduction

In June 1984 the Trustees passed a resolution limiting student liaisons to a single term. This action marked a change from the policy of the previous five years, which took students by surprise, and sparked considerable discussion.

Among the issues raised within the University community were several broader questions concerning the University's system of liaisons. Undergraduate and graduate student governments, therefore, decided to examine this system and to identify its perceived strengths and weaknesses.

This report is based on a review of relevant documents and on discussions with recent student liaisons regarding:
- the purpose of the liaison system;
- their experience with and evaluation of the system; and
- their suggestions to strengthen the system.

Our investigation, a summary of which follows, leads us to believe that significant improvements in the liaison system are desirable, and that formal and informal mechanisms to enhance Trustee-student interaction ought to be created. We urge that a Trustee-student task force be established to pursue these issues.

Purpose of Liaisons

The 1970 and 1978 Task Forces on University Governance recommended that student and faculty liaisons serve on Trustee committees "for informational purposes." The intent of the liaison system was clear: liaisons were "to provide improved communication between Trustees and faculty and students, [and] to assure access by faculty and students to decisions which affect them." The 1978 Task Force believed that "liaison membership ... would probably provide more effective communication and access than would voting membership." Following the recommendations of the 1978 Task Force, student liaisons have served on Trustee committees since the spring of 1978.

Experience and Evaluation

In April 1981 the Trustee Executive Committee concluded that the liaison system, which had then been in effect for two years, had "generally proved to be beneficial."

Student liaisons echo this sentiment. Overall, they believe that student government and committees are apprised more fully and quickly of issues that affect students. The liaisons have generally found the Trustees to be open to student ideas and concerns, and committed to making the liaison system work.

(continued from page 1)

Deaths

Dr. Horace Gardiner Richards, a lecturer emeritus in geology at Penn from 1959 to 1971, died November 19 at the age of 78. An authority on the geology of the Pleistocene age and the formations of the Atlantic coastal plains, he was among the first to warn oil companies that drilling off the New Jersey shore would be expensive and highly risky, predictions that were confirmed a decade later.

Dr. Richards studied at Penn, earning a doctorate in 1932 in zoology and palentology. He worked with the New Jersey State Museum before joining the staff of the Academy of Natural Science in 1937 as a research fellow, where he chaired the department of geology and palentology from 1960 to 1974. He was the author of six books and 260 scientific papers in scholarly journals.

Dr. Richards is survived by his sister, Marie A. Richards.

Speaking Out

Following is a letter to Dr. Peter Gaefke submitted for publication.

Who Are the Faculty?

I was much taken with your recent comments in the November 20 Almanac. Your thoughtful presentation within an historic setting was most enlightening. It raised again for me continuing questions regarding the goals and objectives of the University of Pennsylvania and the question of for whom it exists—the faculty, the students, others, all of the above?

Your suggestion of drawing people for future senior administrative posts from within the faculty is an excellent idea. It seems most unlikely to me it would be the size and breadth of faculty available that deans, provosts and president could not be obtained from among them. But this is the further question, "Who are the faculty?" Does it include only the
Liasons to the Trustees

Despite these positive descriptions, former and present student liaisons point to several problems which limit their ability to be effective.

Many issues on committee agendas appear to have been discussed and decided by Trustees and administrators prior to the formal committee meetings. Liaisons often felt frustrated by this situation, since it rendered useless their own contribution.

Some liaisons cited the inaccessibility of some administrative liaisons as a further difficulty. These administrators prepare each committee’s agenda and often shape the direction that a meeting will take. Thus, liaisons experienced difficulty in preparing fully for committee discussions, and issues of student concern were often excluded from the committee's agenda.

Many student liaisons felt at a disadvantage in committee meetings. Much of the discussion is based on the previous work of the committee, and in their first and second meetings student liaisons have yet to establish a personal rapport or credibility with Trustees. Further, other opportunities for informal interaction with Trustees, such as the investment breakfasts, have recently been closed to student liaisons, and the overall number of liaisons has been decreased from fourteen to twelve. Given the amount of material involved and the continuing nature of some committees’ concerns, student liaisons often become more effective with length of service—just as the Trustees do.

Hence, limiting student liaison participation will only compound existing problems. Student liaisons have been nominated for more than one term relatively seldom in the past; this has only been done when students themselves felt that the advantages of repeated representation outweighed the disadvantages of providing the experience to additional students.

On the whole, the liaison system appears to be successful in informing students and student governments of Trustee decisions, and the reasoning used to arrive at them. It has not, however, succeeded as well as it might in conveying the student’s “important point of view” to the deliberations of the Trustees,” a goal stated by the Chairman of the Trustees, Paul Miller, in his letter of appointment to each liaison.

Students have regarded these positions as an important vehicle for the advocacy of students’ concerns, and a channel for informed and carefully considered student opinion to enter into Trustee discussions and decisions.

Increased contact with Trustees should be made available to as many students as possible. Although students have a relatively brief tenure on campus, they are (as future alumni) continuing members of the Penn community. Liaisons, therefore, are an important means of strengthening mutual bonds of respect and communication, and building consensus on Penn’s direction. At the same time the “separation of responsibility between constituencies on campus” as urged by the 1970 and 1978 Task Forces must be maintained.

Recommendations

We recommend the creation of a task force to examine the problems outlined in this report. Its agenda should include the following points:

1. Bring liaisons (student and faculty) into discussion at an earlier stage.
2. Ensure that administrative liaisons or other key committee members be available to discuss the agenda, permitting liaisons to be as fully prepared for committee meetings as possible.
3. Restore the option for student constituencies to nominate liaisons for more than one term.
4. Encourage liaison attendance at monthly Executive Committee meetings.
5. Encourage other mechanisms for Trustee-student interaction.

This report was submitted to the Undergraduate Assembly and the Graduate and Professional Students Assembly for their consideration, with a view to further submission to University Council and the Board of Trustees.

We Need Irvine

The following resolution was passed unanimously by the Graduate Student Engineering Group, representing graduate students in SEAS:

The discussion of the recent proposal for Irvine Auditorium has raised a number of problems with the plan: the loss of offices, practice rooms, and construction and storage areas; the displacement of some ceremonies such as Convocation and Ivy Day; and the removal and probable destruction of the Curtis Organ.

Another serious problem must be addressed: the crippling effect the conversion would have on a wide range of student activities. Irvine is used at least twice a week for movies, concerts and lectures that often draw well over 1000 people. Other special events that draw large crowds include the Jewish New Year services and Curtis Organ recitals. There is no other faculty facility on campus that can accommodate all of these activities. If the Irvine proposal is carried out, they will be curtailed drastically or eliminated entirely. We urge the administration to reject this proposal.

There are over 20,000 students at the University of Pennsylvania; we need Irvine.

—Robert Rubinoi, Chair, GSEG
—Beth Schumacher, Treasurer, GSEG

SPEAKING OUT welcomes the contributions of readers. Almanac’s normal Tuesday deadlines 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.
Textiles That Speak to Scholars
The Silent Language of Guatemalan Textiles is about language as well as about textiles: the new links between clothing and culture that Dr. Ruben E. Reina and Pamela Hearne of the University Museum found in studying the hand-woven overskirts called huipiles (right, in a Chuj Mayan example). Twenty-eight of the colorful skirts go on view January 16 at the Arthur Ross Gallery in the Furness Building. With accompanying texts and photographs they record some of what the anthropologist and the curator found through computer analysis of huipiles from many villages representing 14 language groups. Among other things, they found significant similarities by language group even though villages were geographically isolated. Of the 28 being shown through February 25, about a third are from a new addition to the Museum Collection—a gift of 400 pieces from the family of Collector Lilly de Jongh Osborne, who acquired and documented the textiles in the early 1900s. The Osborne gift brings the Museum’s collection to 1400 pieces—and makes it one of the most important Guatemalan textile resources in the country.

Gallery hours: 10 a.m.-5 p.m.
Tuesdays through Fridays: noon-5 p.m. Saturdays and Sundays

Update
JANUARY ON CAMPUS

Correction  A talk sponsored by the Valley Forge Research Center and originally scheduled for January 25, The Low-Angle Tracking Radar Problem to be given by Dr. Simon Hayken (McMaster University, Ontario), is postponed until February 8. Refer to the February pullout (Almanac January 29) for new time and location.

FILMS

International House

16 Pascal Auger’s The Little Girl, Introduction to an Accompaniment to a Cinematographic Scene by Arnold Schoenberg by filmmakers Jean-Marie Straub and Danièle Huillet (also The Bridgepeople, The Comedierene and the Pimp), Dominique Noguez’ Tosca and Christian Boltanski’s Comment Pouvez-Nous Le Supporter, L’Homme Qui Tousse, and L’Homme Qui Leche.

17 Les Blank’s films: The Blues According to Lighnin’ Hopkins, The Sun’s Gonna Shine, A Well Spent Life; 7:30 p.m., International House, $3 general admission. Special $1.50 maine performance on January 18 at 4 p.m.

18 Peter Rose: Film Form and Speech Sense:


Serious Film Series
Shown at noon and 2 p.m. in the Art Gallery (1st floor), Houston Hall, with discussion following. No admission charge. Presented by the Office of Student Life.

17 The Discarded People

MEETINGS

Microcomputer Services


22 Osborne User Group Meeting; 4:30-6 p.m., Room B-6, Vance Hall. Agenda: Osborne CEO Ronald Brown will speak. Wine & cheese. Information: 387-3876.

SPECIAL EVENTS

15 Tracheal Lavage and Plasma Fibronectin: Relationship to Respiratory Distress Syndrome (RDS) and Development of Bronchial Pulmonary Dysplasia; Dr. Mervin Yoder, department of neonatology, CHOP, 12:30 p.m., Physiology Library, Richards Building (Respiratory Physiology Seminars).

17 Climate Related Physical Characteristics of the Greenland Ice Sheet; Dr. C. Langway, department of geological sciences, SUNY/Buffalo; 3 p.m., Room 216, Moore School (Department of Mechanical Engineering and Applied Mechanics).

18 The Ammonium/Titanium Total Hip Prosthesis; Dr. L. Sedel, St. Louis Hospital, Paris, France; 1 p.m., Room 426, Medical Education Building (Seminars in Biomaterials).

22 Pulmonary Blood Flow in Atelectasis; Dr. Linda Chen, McNiel Center for Research in Anesthesia, department of anesthesia; 12:30 p.m., Physiology Library, Richards Building (Respiratory Physiology Seminars).

Deadline
The deadline for the February pullout calendar is today, January 15, by noon, for the January 29 issue. The weekly update deadline for calendar entries is at noon, a week before the Tuesday of publication. Send to Almanac, 3601 Locust Walk, C8 (second floor of the Christian Association Building).

Almanac

The University of Pennsylvania’s journal of record and opinions is published Tuesdays during the academic year and as needed during summer and holiday breaks. Guidelines for readers and contributors are available on request.

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ALMANAC January 15, 1985