

# Almanac

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## Provost's Search Committee

President Sheldon Hackney has named the following 12 faculty members and four students to the consultative committee who will begin shortly to seek candidates for Provost to succeed Thomas Ehrlich as he becomes president of Indiana University August 1. Dr. DeLaura will chair the committee.

### Faculty Members

Dr. F. Gerard Adams, professor of economics and finance and chair-elect of the Faculty Senate;

Dr. Stanley Baum, professor and chairman of radiology/Med;

Stephen Burbank, professor of law;

Dr. Michael Cohen, professor of physics;

Dr. Helen C. Davies, professor of microbiology/Med;

Dr. David DeLaura, professor and chairman of English;

Dr. Robert F. Eng, associate professor of history;

Dr. Louis A. Girifalco, professor of materials science and engineering;

Dr. Daniel Malamud, professor and chairman of biochemistry/Dent;

Dr. Susan M. Wachter, associate professor of finance;

Dr. Susan Watkins, assistant professor of sociology;

Dr. Rosalyn J. Watts, associate professor of nursing.

### Students

Wendy L. Bloom, College '88;

Michael S. Jaffee, College '88;

Christopher Johnson, graduate student, geology;

William Westerman, graduate student, folklore.

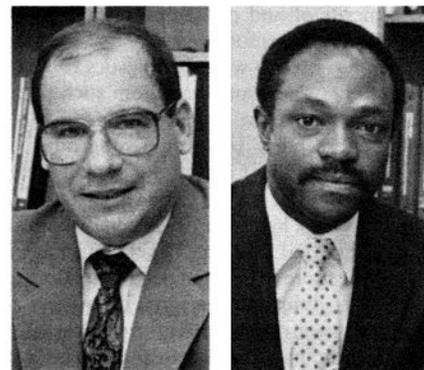
## To President Reagan: Health Care

Dean Claire Fagin of Nursing and Dr. William Kissick, the George S. Pepper Professor of Public Health and Preventive Medicine at Penn, will be on a five-member panel of health care authorities talking on U.S. health problems at a symposium for President Ronald Reagan on Wednesday. The non-public session is sponsored by the College of Physicians of Philadelphia. Thomas Jefferson University's President, Dr. Lewis W. Bluemle, will chair the panel, which includes two Jefferson professors, Dr. Paul C. Brucker of family medicine and Dr. Richard H. Rothman of orthopedic surgery, and Philadelphia's Commissioner of Public Health, Dr. Maurice C. Clifford. Host for the College of Physicians is its president, Dr. Lewis Coriell.

## Resignation: Vice President Anderson

Vice President for Facilities Management John Anderson has announced his resignation, effective March 31, to return to private industry. He joined the University in 1985 in a position roughly comparable to the vice presidency for Operational Services formerly held by Arthur (Bud) Hirsch. Last fall he was put in charge of the \$350 million capital program (Wharton Executive Education Center, the 34th and Walnut project which includes The Shoppes at Penn, and a proposed power plant facility etc.). He developed a team of project managers to attempt to ensure that each project "met University standards and specifications in a timely and economical way," Senior Vice President Helen O'Bannon said.

Associate Vice President for Facility Operations Arthur T. Gravina has been named acting vice president for facilities management. Financial Analyst Kemel Dawkins will become acting director of construction and project man-



Arthur Gravina

Kemel Dawkins

agement. Before joining Penn in 1984 Mr. Gravina had been a division superintendent at U.S. Steel in Pittsburgh, and Mr. Dawkins, who came here the same year, had been chief financial officer for Kem-Her, a Philadelphia-based construction company.

## Security Review This Spring

To study the security of Penn's residential buildings and their perimeters, the University has named a consultant team from Penn State who are to visit in April, give an oral report by May 30, and present a final report by June 15. The spring schedule is to allow time for making any needed "physical and personnel changes prior to September 1," according to Senior Vice President Helen O'Bannon and Vice Provost for University Life James Bishop.

Penn State Director of University Safety David Stormer will head the consulting team, who are assisting as a professional courtesy but with travel and expenses paid by Penn. The Penn State team was chosen by an ad hoc committee under Dr. Sheldon Jacobson, who

also heads the University Council Committee on Safety and Security.

Mr. Stormer and his colleagues have been asked to:

(1) evaluate and make recommendations concerning security improvements in all campus residential buildings and the perimeter of each respective building;

(2) review the 1980 Ralph V. Ward Security Consultant Report, which deal with the University's security recommendations, and consider the feasibility of implementing viable sections of this report; and

(3) evaluate further security concerns that the ad hoc committee may have that are presently being defined.

Dr. Jacobson and Director of Public Safety John Logan will be the University's coordinators for the study. Mr. Logan has also been meeting with the ad hoc committee, which in the past two months has been defining objectives and scope of the outside professional advice the President and Provost agreed to seek in resolution of a sit-in in College Hall December 4 by the Penn Human Rights Coalition (*Almanac* December 9, 1986).

**AAUP State Meeting:** Following the mailing of an incomplete notice to its Commonwealth members, the Pennsylvania AAUP has asked campus chapters to publicize that the State Annual Meeting will be held Saturday, April 11, at Elizabethtown College, starting at 9 a.m.

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# SENATE

## From the Chair

### My View of Pennflex

I have been asked by a member of one of the Senate Committees to devote a column to a discussion of Pennflex. I agreed and hope that this will be helpful for you. You must make a decision by April 15th because of the time restrictions in the new tax laws governing choice of benefits. Once this deadline has passed, you will not be able to make changes until next year at this time. Thus, it is important that you understand the flexible benefits program and seek any information you may need from your program administrator and the Benefits Office that can help clarify your personal situation and assist you in making a decision.

The merits of and pitfalls in a flexible benefits program have been debated on campus for several years. The general issues are quite complex and have to do with the logistics of handling such a program, the wide variety of personnel to whom such flexibility applies and the fear that any change in the program, while of benefit to many, may unintentionally cause harm to specific subgroups. Despite the efforts of the administration, the Council Personnel Benefits Committee and the Senate Committee on the Economic Status of the Faculty, a few recent corrections have had to be made and discomfort continues. In spite of all this, I believe that a flexible benefits package is good for the faculty and will provide more equity and personal tailoring of your benefits than ever before. In addition, the various committees and the administration are committed to a regular monitoring process that will assure, as best is possible, that inequities do not occur. The following features are important for your consideration.

1. No one will have total benefits of lesser value at the end of their choice process.
2. Each person has a yearly opportunity to adjust choices.
3. Each may continue present benefits without alteration or financial penalty.
4. You may trade in your present health coverage, if your spouse is covered in another plan and receive \$200 cash or credit towards application to other benefits.
5. Since the University self-insures for basic health care, although it

pays your bills through Blue Cross-Blue Shield, the rates set are a result of previous experience. Although the value of your policy, should you try to purchase it individually, is quite high, the actual cost to the University should you incur no medical expenses is zero dollars. The value of \$200 placed on your policy, is arbitrary, but conservative, so that the plan will not experience a deficit in the coming year. Instead, each year the value of the policy will be altered to reflect the experience of the plan. A number of imponderables are included in this equation: How many well families will withdraw? How many families with significant medical expenses will alter their medical plans or leave the University plans entirely? Will adverse selection take place because of these processes?

6. The possibility of switching to the new, high-deductible Blue Cross plan can result in savings if you can afford and plan for placement of funds equivalent to the new deductible in a before-tax medical expense account. Under present guidelines, this before-tax money must be spent during the tax year in which it is placed in the account (or it is forfeited), making this option attractive only to those with fixed or predictable medical expenses. This is the most complex part of the plan and may require individual discussion with your administrator and/or Benefits Office personnel.

7. In my view, the remaining aspects of the plan are entirely to your advantage. They allow personal tailoring of your life insurance coverage with periodic adjustment, if you wish, to fit your changing needs. You may add to coverage with your own contribution. Life insurance coverage for your spouse and children can be obtained. Extra dollars can be transferred to your retirement account if you have not attained the maximum contribution in that account.

8. Please continue to discuss the aspects of this program with the Benefits Office and plan to attend the April 15th Faculty Senate meeting which will provide another forum in which you can have questions on Pennflex answered by the Chair and members of the Committee on the Economic Status of the Faculty.

*Roger D. Soloway*

## From College Hall

### Numbers of Standing Faculty at Penn by Gender, School and Tenure Status

October 31, 1986

The Office of the Deputy Provost is now keeping records concerning numbers of men and women in the Standing Faculty of the University. It intends to publish these numbers annually during the spring semester of each year. These counts are relevant to the general position of women at the University of Pennsylvania and should be read in conjunction with the information this office publishes each fall concerning internal tenure decisions and gender (*Almanac*, October 14, 1986).

The data given below are taken as of October 31, 1986. Since this is the first year we have been collecting these data, there may be a few inaccuracies in the counts. For example, in several schools retroactive appointments to the standing faculty do occur occasionally.

—Richard C. Clelland,  
Deputy Provost

—Patricia Wilson, Assistant to the  
Deputy Provost

School	Number of Standing Faculty			
	Men	Women	Total	%Women
Annenberg	9	2	11	18
Arts and Sciences	426	73	499	15
Dentistry	52	5	57	9
Education	17	7	24	29
Engineering	95	4	99	4
Fine Arts	28	5	33	15
Law	23	5	28	18
Medicine	660	122	782	16
Nursing	0	46	46	100
Social Work	9	5	14	36
Veterinary	91	19	110	17
Wharton	160	12	172	7
Provost	1	2	3	67
<b>Total</b>	<b>1,571</b>	<b>307</b>	<b>1,878</b>	<b>16</b>

School	Number of Tenured Standing Faculty			
	Men	Women	Total	%Women
Annenberg	9	1	10	10
Arts and Sciences	337	45	382	12
Dentistry	42	1	43	2
Education	16	2	18	11
Engineering	75	2	77	3
Fine Arts	23	5	28	18
Law	16	2	18	11
Medicine	273	23	296	8
Nursing	0	17	17	100
Social Work	9	3	12	25
Veterinary	69	8	77	10
Wharton	98	8	106	8
Provost	1	2	3	67
<b>Total</b>	<b>968</b>	<b>119</b>	<b>1,087</b>	<b>11</b>

## COUNCIL

### Proposed Amendments to Council Bylaws for Voting April 8

*(Additions italicized, deletions in brackets)*

**II.1.(a)** [Forty-two] *Forty-five* members of the Executive Committee of the Faculty Senate. The Faculty Senate shall insure that each Faculty is represented by at least one elected constituency representative and that three Assistant Professors serve on Council. The members of the Senate Executive Committee who are members of Council shall otherwise be chosen in accordance with the rules of the Senate. Members of the Senate Executive Committee who do not serve as Council members of the Senate Executive Committee who do not serve as Council members may attend as non-voting observers.

**II.1.(c)** [Nine] *Ten* undergraduate students elected as members of the Undergraduate Assembly. Five of these students shall be elected by mutually exclusive constituencies established by the undergraduate Assembly, while [four] *five* shall be elected at large (one of these [four] *five* shall be the chair of the Undergraduate Assembly, *ex officio*, unless that person has been elected to one of the five constituency positions).

**II.1.(d)** [Fourteen] *Fifteen* graduate and professional students elected as members of the Graduate and Professional Student Assembly. The Graduate and Professional Student Assembly shall insure that each school is represented by at least one constituency representative.

# Agenda for Faculty Senate Meeting April 15, 1987

3-5:30 p.m. in 200 College Hall

## Reports of the Chair, the President and the Provost

### Report of the Economic Status Committee

a. Summary of the salary proposals for the coming year.

b. Your options with Pennflex: No one will have a reduction in their benefits. Each has the opportunity to tailor his or her personal plan so that more of the desired benefits are received. In addition, personal contributions to the plan allow you to achieve more benefits from pre-tax dollars.

### Action Item: Senate Rules Changes.

These proposals were published by the Committee on Administration in the 3/3/87 issue of *Almanac*, with background information. The resolutions are:

1. Reduce the requirement for regular plenary meetings to one per year in the spring.

*Pro:* The spring meeting is the time when most of the committees have completed their agendas and concrete proposals are ready for consideration.

*Con:* One meeting per year provides the faculty less access to the President and Provost and less chance for debate.

2. State that the Senate Executive Committee (SEC) will act routinely on behalf of the Senate.

*Pro:* SEC uncommonly undertakes this function at present and should be encouraged to do so. The Senate retains the prerogative to override any action with which they do not agree.

*Con:* Loss of regular ability to act will interfere with the opportunity for each individual faculty member to voice an opinion if desired.

3. Permit SEC to discharge its responsibility at its discretion by a binding mail ballot of the Senate membership with accompanying explanatory material.

*Pro:* Such a mechanism is not presently available to the Senate and provides a means of achieving a strong show of sentiment on any issue and a means of dramatically increasing individual faculty participation in governance.

*Con:* Mail ballots do not provide faculty with enough information to form an informed opinion. This is only obtained by attending Senate meetings where they may benefit from hearing the opinions of their colleagues.

4. Require the publication of as complete and as descriptive as possible an agenda of SEC meetings in advance in *Almanac*.

*Pro:* In the absence of biannual Senate meetings (see resolution #1) greater opportunity for input from faculty at large is desirable.

*Con:* Publication time will make it difficult to allow last minute changes to the agenda dictated by events.

5. Require that all actions taken by SEC, not subject to restrictions of confidentiality, be published in *Almanac*.

*Pro and Con:* This should be undertaken irrespective of other action.

6. Require the publication in *Almanac* of annual summaries of members' attendance records at SEC meetings.

*Pro:* Members of constituencies that have been under-represented due to their representative's absence deserve to know that fact at the time of the next election.

*Con:* Such a summary is an uncollegial action.

7. Permit 50 members at a regular or special plenary meeting to vote to refer an item on the agenda to a mail ballot of the Senate Membership. (The quorum of 100 members would be retained for all other actions.)

*Pro:* This provides for the ability to obtain a decision on issues discussed at a Senate meeting even when a quorum is not obtained. If a quorum is obtained the need for this mechanism will be less likely.

*Con:* Mail ballots are expensive and time-consuming and could occupy a major portion of the Senate Office Staff's time.

8. Provide that any proposal to change the Rules of the Faculty Senate that is properly introduced at a plenary meeting that lacks a quorum be automatically referred to a mail ballot of the Senate membership.

*Pro and Con:* The present rules place us in the untenable position of not being able to modify our rules without obtaining a quorum at a plenary meeting of the Senate. This prevents any changes until we are able to achieve this quorum and unduly delays decisions.

[Items #9 & #10 below originally proposed in *Almanac* 9/30/86, p. 2.]

9. Resolved, that the twelve at-large seats on the Senate Executive Committee be restored.

*Pro:* The at-large members have been among the most active within constituencies.

*Con:* Constituency representation is more democratic than at-large representation. Such members have no defined group to which they report.

10. Resolved, that the Nominating Committee be elected in accordance with the procedures of the Faculty Senate existing prior to March 17, 1986 (see *Manual of the Faculty Senate, 1983, pages 25-6 (c) i-iii*).

*Pro:* Present (1986) procedures call for a committee of 12 chosen from among present SEC members. This group is most likely to know the members of the Senate most active in current affairs.

*Con:* The 1983 procedures call for a Nominating Committee chosen by SEC from nominations by SEC members of 8 faculty not currently on SEC and one member from among the current SEC membership. This group is most likely to be independent and provide fresh leadership.

*Note:* Both procedures allow for nominations by petition.

[Item #11 below was originally proposed in *Almanac* 3/3/87, p. 2.]

11. Resolved, that 100 Senate members may directly initiate by petition a mail ballot on any question to occur after three weeks for discussion in *Almanac*.

*Pro:* provides a mechanism for direct participation in governance by any large group with a strongly held opinion but allows the entire faculty to participate in the decision on the issue.

*Con:* May provide too much latitude for faculty decisions without benefit of opinions expressed in the forum of a Senate meeting. In the past, emergency Senate meetings have been called whenever needed. The ability to call such a meeting is still the prerogative of 20 members.

**Action Item: Use of "Goodness of Fit" in tenure decisions.** These proposals are published by the Committee on the Faculty on page 4 of this issue of *Almanac*, with background information. The resolutions are:

1. Each department or program should formulate in writing, and review at regular intervals, a statement of mission which may include an articulation of policy on goodness of fit.

*Pro:* If programs are to use "goodness of fit", a mission must be defined to provide objective guidelines and to instruct and protect candidates for tenure.

*Con:* Some programs cannot define their mission (and should not use "goodness of fit" in tenure decisions).

2. If department or program policy includes a criterion of goodness of fit, this standard must be clearly and regularly communicated to all candidates for tenure-track appointment, tenure, and promotion.

*Pro:* Use of regular review will allow the chair and candidate to assess the position of the candidate vis-a-vis the program and allow for orderly planning for the candidate's future.

*Con:* Such regular review and communication may serve to inhibit the candidate's unfettered scholarship.

3. If the department does not apply "goodness of fit" in its recommendations for reappointment or tenure, that criterion should not be invoked by higher-level review bodies.

*Pro:* The program or department has the most expertise in this determination. If the program has not invoked this concept, higher-level review bodies should confine their review to scholarship criteria.

*Con:* Higher-level review bodies may see the mission of the program in relation to the mission of the school or University more clearly than the department and can use "goodness of fit" as a criterion for shaping more general policy.

4. Each department or program should evaluate separately the applicability of "goodness of fit" in its post-tenure promotion and compensation decisions.

*Pro:* In departments which stipulate specific missions, communication with individual faculty with regard to their role in this mission, helps understanding with regard to further promotion or perquisites.

*Con:* Evaluation of post-tenure professors infringes on academic freedom and reduces the privileges of tenure.

5. The intention of these recommendations is to protect the rights of both nontenured and tenured faculty, by encouraging the clarification of evaluation procedures and of the implications of these procedures for academic freedom.

*Pro and Con:* This summary has been included to state the committee's intentions. There are multiple designs for departmental missions and it may be appropriate to operate without a mission. If no mission is enunciated, "goodness of fit" should not be used. Where "goodness of fit" is employed, it should be done with restraint, attention to academic freedom, and in conjunction with systematic and timely consultation.

**Discussion Item: Parking.** Present shortages work against the University's missions in research, teaching and faculty/student interaction because of disincentives to be on campus at off hours. A comprehensive, long-range plan is needed and faculty must take a leading role in its discussion.

—Roger Soloway, Chair

# "Goodness of Fit" in Tenure and Promotion Decisions

March 20, 1987

## Background

At the invitation of Faculty Senate Chair Roger Soloway, the Committee on the Faculty has solicited advice and commentary from members of the standing faculty and administration concerning the issue of goodness of fit. Goodness of fit is generally recognized as an appropriate consideration in departmental choices of new faculty to hire. Indeed, under ideal conditions, effective consideration of "fit" at the point of hiring should minimize any felt need for use of it as a criterion for subsequent employment decisions. At the tenure decision and beyond, opinions differ as to the appropriateness and implications of such criteria, even under less-than-ideal conditions. There is a general perception, in any case, that such criteria are being applied, implicitly if not explicitly, in tenure and promotion decisions. Three recent grievances over tenure involved various considerations of the problem of goodness of fit. Those who oppose goodness of fit as a criterion in tenure or promotion point to its possible use to limit academic freedom of expression and to dismiss or stifle those whose scholarly activities or positions, while academically sound, are incompatible with those of some of their colleagues. As an undefined concept or implicit standard, "goodness of fit" may also mask other forms of discrimination. Those who favor "goodness of fit" as an evaluative criterion point to an obligation for department members not only to further their own intellectual growth but also to contribute to the teaching and research mission of the department as a whole.

Both those who oppose goodness of fit as a criterion for tenure or promotion, and those who see it as a necessary consideration, see implied in the concept the larger question of definitions of academic mission, both at the departmental and at higher organizational levels. No invocation of goodness of fit in a decision against tenure or promotion can be plausible in the absence of a clearly articulated statement of mission on the part of the decision-making body. Departments and schools across the University vary widely in their mechanisms for long-range planning and defining academic mission. Whatever the decision structure within the unit is conceived to be, the long-term goals and design of the program or department need to be clearly articulated. Those whose tenure and professional progress are affected by these goals must be systematically informed of the decision-makers' views on their prospects. Annual review meetings are held in some departments between the chair or others responsible for long-range planning and nontenured faculty, a potentially useful exercise both in demystifying the evaluation process and keeping senior members of the department informed of the activities and interests of junior colleagues.

Changes in department or school mission may be made in the course of a junior faculty appointment, adversely affecting the "fit" of the nontenured faculty member's specialization within the overall plan. There is no simple formula to assess the department's or University's proper responsibility when a nontenured individual's work, though of high academic quality, is rendered peripheral by a change in institutional direction. Some hold that academic mission should consist solely in promoting academic excellence within the discipline (or disciplinary complex, in an interdisciplinary program), regardless of individual scholars' areas of expertise. In departments where academic mission is not constrained by concentration on certain subtopics, this ideal can be more nearly realized than in those where the strategy for excellence includes specialization at the departmental or program level as well as in the individual. Smaller departments may also need to confront issues of specialization differently from larger ones. Wherever the department or program locates itself on a continuum from highly specialized to cheerfully eclectic, the concept of mission, and the unit's agreed-upon strategy for its implementation, must be clearly and regularly spelled out to all participants, especially those seeking tenure and promotion. Clear specification of evaluation processes allows the university to assure itself and its members of due process, and also allows for dissent to be generated and received in the most productive ways.

## Recommendations

*This committee recommends that individual departments and programs be left the choice for or against "goodness of fit" as a criterion in faculty tenure and promotion decisions. To foster most effectively the interests of candidates for reappointment, tenure and promotion, and of their programs and departments, the Committee on the Faculty recommends the following:*

*1. Each department or program should formulate in writing, and review at regular intervals, a statement of mission which may include an*

*articulation of policy on goodness of fit. Each unit should be at liberty either to exclude goodness of fit as a criterion for tenure and promotion, or to outline as specifically as desired, areas of the discipline which have been chosen for specialized attention. Equally, departments will need to articulate their policy on distributional coverage of the whole discipline or interdisciplinary domain, if goodness of fit is included in their concept of mission and criteria for appointment, reappointment, tenure or promotion.*

*2. If department or program policy includes a criterion of goodness of fit, this standard must be clearly and regularly communicated to all candidates for tenure-track appointment, tenure and promotion. This communication should take place as part of an evaluation of the candidate's position vis-a-vis the unit's mission. This review should be conducted with the candidate by the department chair, program or subunit director, or other(s) delegated by the unit committee responsible for tenure, promotion, salary raises or other perquisites. The result of the evaluation consultations should be communicated to the candidate in writing, and the candidate should be encouraged to respond in writing. If goodness of fit is used as a criterion in these evaluations, the burden of proof that such consultations have taken place should be on the evaluative body and not on the candidate. For nontenured faculty, annual review would be optimal. If no problems of "fit" are detected and communicated prior to a nontenured candidate's interim (nontenured) reappointment, "lack of fit" should not then become grounds for denying tenure, and especially not in cases where a change of direction occurs in the department mission, rather than the candidate's own work.*

*3. If the department does not apply goodness of fit in its recommendations for reappointment or tenure, that criterion should not be invoked by higher-level review bodies. The committee finds that the departmental review committee is best positioned to decide questions of goodness of fit, in that it has primary responsibility for determining its own mission. Higher committees should refer questions about goodness of fit, if they arise, to the original departmental committee for further consideration. Higher-level decisions should not be based on goodness of fit if such a criterion has not been applied at the departmental level.*

*4. Each department or program should evaluate separately the applicability of "goodness of fit" in its post-tenure promotion and compensation decisions. Extreme restraint must be exercised not to impinge on the academic freedom which the tenure system is designed to protect, and not to stifle individual intellectual growth. At the same time, departments whose concept of mission entails the coverage, in either teaching or research, of specific subfields within an overall plan, may legitimately encourage tenured as well as nontenured faculty to consider the design of the program, as they pursue their own lines of intellectual interest. Any applications of "goodness of fit" to decisions affecting tenured faculty must be as openly discussed with the affected parties, and as carefully documented as similar considerations affecting tenure decisions. Such discussions could also encourage regular scrutiny of the plan itself in light of changes and developments in the total field of study.*

*5. The intention of these recommendations is to protect the rights of both nontenured and tenured faculty, by encouraging the clarification of evaluation procedures and of the implications of those procedures for academic freedom. We recognize that the nature of the task of articulating a mission, upon which any evaluation of individual goodness of fit must hinge, will differ greatly among departments and schools. Some departments will choose to exclude goodness of fit from their evaluation procedures. While this committee finds it inappropriate to stipulate a single design for statements of mission across the University, we do recommend that where "goodness of fit" is accepted as a criterion for evaluation, it be used with great restraint, with careful attention to standards of academic freedom, and in systematic and timely consultation with all those affected by its application.*

*Senate Committee on the Faculty*

*Laurence H. Beck (medicine)  
Abba M. Krieger (statistics)  
Herbert S. Levine (economics)  
Noam Lior (mechanical engineering)  
Albert L. Lloyd (German)  
Margaret Mills (folklore & folklife), Chair  
Vivianne Nachmias (anatomy/medicine)  
ex officio: Senate Chair-elect, F. Gerard Adams (economics)  
Senate Chair, Roger D. Soloway (medicine)*

# April on Campus

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# Speaking Out

## On Staff Rights

Professor Clyde Summers deserves the gratitude of all for bringing to the community's attention (*Almanac* March 24) the conflict between the Staff Grievance Procedure and the statement on employment applications which in effect makes it a condition of employment to sign away your rights to the procedure.

It should not take weeks or months of conferring with lawyers to do away with this illegal statement. It should not even take a day. It was established long ago in the courts, and publicized on this campus in the early 'seventies in connection with the now-discontinued, illegal "waivers of tenure," that no one can be required to sign away her/his civil rights—and that such waivers, even if signed "voluntarily," are invalid.

Why has the Administration in the Franklin Building not immediately announced that the statement is inoperative?

On behalf of women and minorities, who are largely concentrated in A-3 and junior A-1 positions in our University, WEOUP requests that such an announcement be made immediately. We also demand that there be a review of all grievance cases conducted under this conflicting rule, and the reversal of any findings against staff that are based on the use of the illegal statement.

And on behalf of all staff and faculty, regardless of race or sex, a pointed question: Is this waiver-of-rights statement part of a larger picture of unilateral withdrawal from traditional understandings between the Administration and those who work and teach here?

Our Administration in Human Resources seems overwhelmingly concerned with its own right to shave a little here, a little there, without either consultation or courtesy of public notice. It cannot be good for morale

to be constantly awaiting the next sneak attack, and living with the knowledge that the relationship between Penn and its people has descended to a recurring test of wills over every shred of our human dignity.

The Franklin Building attitude is something that College Hall would do well to look into.

—Helen C. Davies, *President*  
—Adelaide M. Delluva, *Past President*  
—Phoebe S. Leboy, *Past President*  
*Women for Equal Opportunity at the University of Pennsylvania*

## Response to Professor Summers

As we promised Professor Summers (*Almanac* March 24, 1987), we have reviewed the statement on the Application for Employment and the University's policies and procedures on grievances and termination. The statement in question is legal but contrary to University practice.

Thus, I have directed Employment to block out that portion of the statement that may be misleading. When forms are reprinted, a revised statement informing applicants that the University, as a matter of practice, does not enter into employment contracts with staff employees will be included.

Henceforward, the statement on the current and future editions of the application will read: "I understand that this employment application and any other University documents or statements are not contracts of employment. I understand that any oral or written statements to the contrary are hereby expressly disavowed."

Again, we appreciate Professor Summers' constructive suggestion.

—Helen O'Bannon, *Senior Vice President*

## Charity Hoops

The Philadelphia Eagles will take on the 1987 Super Bowl Champion Giants in a charity basketball game hosted by Sigma Alpha Mu fraternity on April 2 at 7:30 p.m. in the Palestra.

Eight players from each team are expected to participate in the annual fundraiser titled "Bounce for Beats" to benefit the American Heart Association.

Players will be available after the game for autographs and pictures, and prizes will be awarded during half-time.

Tickets are \$5 and can be purchased at the Franklin Field Ticket Office Monday through Friday, 10 a.m.-4:30 p.m. or at the door. Information: Kelly Wallace, Ext. 9503, or Daniel Scharfstein, 387-4526.

## Wanted: Faculty/Staff to 'Auction'

As part of Spring Fling, the services of Penn people will be sold to the highest bidder at back-to-back auctions April 9 and 10 in the Quad.

Volunteers who can offer a service—serious or whimsical—are wanted by Community Outreach, the student organization which will use the proceeds for its own service projects with children, the elderly, the homeless and the needy.

Students from performing arts groups, fraternities, sororities and other organizations will go on the block in what is billed as the first annual Community Outreach Service Auction.

"We think the crowd would bid high for a professor to cook dinner, an administrator to type a term paper, a fraternity president to do the laundry," said Maura O'Donnell of Community Outreach. "It's fun doing something a little crazy for a good cause," added co-planner Julie Appel.

The service should be one that can be provided between the auction date and the end of the semester, they noted. To offer a service or find out more about Community Outreach or the auction, call Ms. Appel at 243-5014 or Ms. O'Donnell at 387-5249.

*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.

## Final Report to the University Community of the Committee to Search for a Dean of the School of Veterinary Medicine

The committee was charged by Provost Thomas Ehrlich on February 20, 1986 and completed its work on March 13, 1987 with the appointment of Dr. Edwin Andrews, V.M.D., Ph.D. as dean by the Trustees of the University.

The committee, consisting of Loy Awkerman (alumni representative), Lawrence Glickman (veterinary medicine), Jan Lindhe (dean, dental medicine), Adrian Morrison (veterinary medicine), David Nunamaker (veterinary medicine), Stephen Roth (chair, biology), Roy Schmickel (chair, human genetics), Rosemary Stevens (chair, history and sociology of science—inactive on the committee after June, 1986), Lynn Walker (veterinary student), and Tania Woerner (veterinary student), met formally 34 times. Initially, meetings were held with the present administration of the school, including the dean and all associate deans and department chairmen, as well as individual faculty members and a former dean of a peer institution. These meetings provided a basis to evaluate the opportunities available to the new dean and to determine the qualities and qualifications required to be a successful dean. The Veterinary School dean must interact with many individuals and groups with

diverse interests, including the faculty, students, alumni, and hospital clients, as well as the University administration, biomedical scientists, the state legislature, the agricultural industry, dog breeders, the equine community, and humane organizations. The dean must understand and promote scholarship, research, veterinary education, and clinical service, as well as manage a large and diverse group of people and a complex fiscal enterprise. The committee advertised the position, solicited nominations from faculty, and wrote to the deans of veterinary schools throughout the world. Nominations and inquiries were received from 75 individuals, of whom one was female, one an identifiable minority person, and seven were members of the school faculty. The committee, in whole or in part, interviewed 18 potential candidates, recommending to the provost three outstanding external candidates about whom it had reached a consensus. Dr. Andrews was chosen from this select group to continue the Veterinary Schools' tradition of excellence.

—Mark E. Haskins,  
*Associate Professor of Pathology and Medical Genetics, Chair*

# Spotlight on Penn Med: A Content Approach to Prerequisites

As the first in the nation to eliminate all specific course requirements or even recommendations of given courses for premeds, Penn's School of Medicine not only hit the nation's front pages and network news this year, but will likely be watched closely by the field for some time to come.

The statement that sums up Penn's "content" approach for students planning to apply here (opposite) grew out of three years' work by a subcommittee of the School's Long-Range Planning Committee. And it parallels a national effort to come to grips with a growing knowledge base in science at the same time that changing demands upon the physician call for broader preparation.

The solution, at base, is to zero in on the "topics within the disciplines" (as one committee report put it) where competency is to be expected, so that the needed base in scientific knowledge, laboratory and analytical skills, can be gained without taking more or more rigid course requirements that would interfere with a broad undergraduate education that is also increasingly demanded in the top schools.

As summed up in the American Association of Medical Colleges' recent reports on "Physicians for the 21st Century," one need the Subcommittee addressed was to temper what the

AAMC calls a "premedical syndrome" in which students under pressure to build transcripts for admissions may specialize too much, too soon, and in piling up science credits by course name may miss the opportunity to obtain a broad education of value to tomorrow's physicians.

The Penn approach also addresses the fact that courses differ from school to school so that fulfilling course requirements does not assure that certain knowledge has been gained.

The Subcommittee on Undergraduate Medical Education, headed by Dr. George Ruff of psychiatry, included Dr. James Alwine of microbiology, Dr. Lawrence H. Beck of medicine, Dr. Harold J. Bright of biochemistry/biophysics, Dr. Frederic Burg, associate dean for academic programs, Dr. David Cornfield of pediatrics, Dr. Karen E. Deveny of surgery, Dr. Gail Morrison of medicine, Dr. Robert Nussbaum of human genetics, and Drs. Alan Rosenquist and Joseph Sanger of anatomy. Dr. Steven Gabbe of ob/gyn served during the first year, as did medical students Daniel Isaacson and Nancy Witham, later succeeded by students Geoffrey Rose and Ron Wright. Admissions Director Susan Croll served throughout.

Early in its work the Committee interviewed Penn Med faculty especially for their observations of what appeared to make a difference in

learning once students reached medical school. In a March 1984 meeting with basic science faculty from Medicine, some recommended specific course requirements such as biochemistry or physical chemistry—but most specified necessary *topics* within certain disciplines (such as aspects of physics and molecular biology) and added a need for competencies in math and English composition.

To study course content of undergraduate premedical programs the Subcommittee also conferred with faculty in the science departments of Arts and Sciences here, and invited representatives of several local colleges to discuss premedical preparation in detail. An early draft of the content statement was tested on interviewees for the 1985 entering class and of the 30 who answered a questionnaire, 26 found the content areas matched the preparation they had received; 24 of the 30 thought that premeds would prepare adequately for the given areas without the stringent course requirements—some commentators reminding that since premeds must apply to several schools (the national average is nine applications per student), students will still take traditional premedical courses but, as one said, "It looks as if (Penn) takes the names away from the course requirements and leaves the requirements. That is good."

## Celebrating the Constitution at the Antiques Show

One of the first official "We the People 200" exhibits of 1987 is the loan exhibit at the HUP Antiques Show and Sale, April 4-8, at the 103rd Engineers Armory, 33rd and Market Streets. "The Federal Procession: A Salute to the Constitution," sponsored by Atlantic Financial, fittingly celebrates the Constitution by paying tribute to the master craftsmen and Philadelphia-made objects of that period.

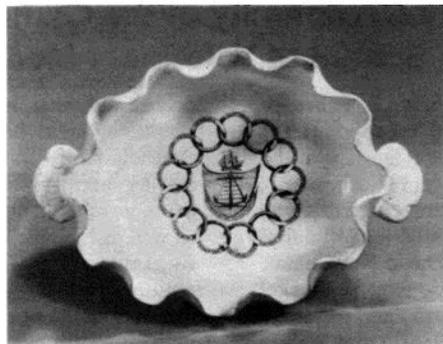
The Grand Federal Procession took place in Philadelphia on July 4, 1788, to celebrate the ratification of the Constitution. Approximately 5000 people from the military, the professions, and the trades, paraded past a crowd of 12,000 onlookers. Many of the pieces in HUP's 26th annual show are signed by the tradesmen who marched in that Grand Procession. Charles Dorman, past curator of Independence Hall who restored the Assembly Room and the Bishop White House, is the curator of this exhibit.

Also paying tribute in their own way to early tradesmen will be 53 of the country's top antiques dealers who will present their finest antiques, predominantly American or made for the American market. These dealers will follow the Constitutional theme by exhibiting objects somehow related to the time and motif of the new nation. Lectures on early foods and early fashions, preservation and the antiques market are offered (\$12 each) at the show throughout Antiques Week starting April 4.

*Sunday, April 5*, at 2 p.m., the Antique Show will feature a panel discussion on the complexities of buying and selling antiques. The panelists will be Elinor Gordon, a Chinese export porcelain specialist from Villanova; Don Wal-

ters, a folk art expert from Goshen, Indiana; and Ronald Bourgeault, a dealer in fine American furniture from Hampton, New Hampshire. A brunch will be served (\$15) from 11:30 a.m. to 2:30 p.m.

Guided show tours will be available (\$12) at 9:30 a.m. and again at 10:45 a.m. Monday, Tuesday and Wednesday. The tours, led by Philadelphia Art Museum guides, will highlight and discuss some of the most interesting antiques in dealer booths. *Monday, April 6* at 11 a.m., William W. Weaver, author, researcher, and consultant of culinary history, will lecture on "Upstairs, Downstairs: Eating and Drinking in Federal Philadelphia Dining Rooms and



*A monteith, stamped "WEDGWOOD" and "F", Staffordshire, England, c. 1780-85, creamware, diameter 12 1/8" part of the loan exhibit from the Independence National Historic Park collection. Transfer painted onto the bottom of the interior is the arms of the Continental Navy, surrounded by a chain of 13 circles emblematic of the unity of the original colonies.*

Kitchens." The afternoon ends with a gourmet luncheon (\$10) from noon to 2 p.m.

The lecture "Restoring Our Past to Preserve Our Future—the Conservation of Documents, Maps, and Prints" will be given *Tuesday, April 7* at 11 a.m. by Ursula Hobson, a leading conservator and framer of historic materials. Tuesday night features Christopher Burge, president of Christie's America, lecturing on Christie's "Personal View of the Art and Antiques Market". A buffet dinner will precede this 8:15 p.m. lecture (\$38).

The 11 a.m. symposium, on *Wednesday, April 8*, will address "Life in 18th Century Fashionable Philadelphia." Mary Schnabel, noted researcher and lecturer on fashion history, will interpret the social history of Philadelphia as reflected in the costumes of the period. Immediately following, a luncheon and fashion show (\$20) entitled "A Salute to Fashionable Philadelphia" will present period costumes and contemporary fashions from well-known and private collections. Christine Gentry, Fashion Director of Bloomingdale's, will be the guest commentator.

The loan exhibit is included in the \$7 admission fee. The show is open 11:30 a.m.-8 p.m. Saturday through Tuesday, 11:30 a.m.-5p.m. Wednesday. The proceeds from the Twenty-Sixth Annual Show will benefit the Department of Surgery for support of a new Center for Human Appearance. The Center will be the first anywhere to use an interdisciplinary approach to study in a serious manner and treat all aspects of appearance as they relate to the quality of life. Reservations are recommended. For further information call 687-6441. The week of the show call 387-3500.

*Until this year, candidates for admission to the University of Pennsylvania School of Medicine were required to have four specific courses—one year each (with lab in each case) in biology, organic chemistry, inorganic chemistry, and physics. These requirements, plus Medical College Admission Test scores, letters of recommendation, and an application including demographic information and a personal essay, were components in the dossiers of the more than 5000 a year who apply for Penn's 150 places. MCATs, letters, and applications continue in the dossier, but the more descriptive statement below replaces the four-year science requirement of the past.*

## The University of Pennsylvania School of Medicine's Statement of Academic Requirements for Admission

In selecting applicants for admission, the School of Medicine will emphasize those qualities of motivation, intellect, and character essential to the physician. Consideration will also be given to special features of background and experience which may contribute to a candidate's potential for a medical career. Because physicians must be able to offer care to those who are ill, applicants should give evidence of their capacity to deal effectively with other people. They must also be able to organize their activities, set priorities, accept responsibility, and function under stress.

Because the undergraduate years provide a unique educational opportunity, those who are planning a career in medicine are encouraged to choose courses and independent study according to their own interests. The Committee on Admissions has no preference regarding the area of concentration—whether it be in the natural sciences, humanities, or the arts. Students should approach their chosen field in scholarly fashion and should demonstrate excellence in whatever course of study they pursue.

The dependence of medicine upon scientific knowledge makes it essential for applicants to be able and comfortable working in the sciences and to be familiar with the basic principles of biology, chemistry, physics, and mathematics. Although the curriculum takes into account the varied backgrounds of entering students, all should have an appreciation of how new knowledge is obtained, analyzed and interpreted through methods of descriptive and analytical research.

### Requirements

The School of Medicine encourages students to obtain a broad education in the liberal arts, while undertaking preparation in the sciences which is appropriately rigorous.

Science courses should include laboratory experience, which enables students to become active participants in problem solving. Laboratories are also important for learning technical skills that are used in the diagnosis of clinical problems. Because the content of courses varies among different educational institutions, the following outline of requisite knowledge and skills can be used as a guide in preparing for study in medical school.

### English/Communication

Applicants must have competence in writing, speaking, and reading the English language; that is, they should have the ability:

- to write intelligent, expository prose that is clearly organized and largely free of errors in grammar, punctuation, and spelling.
- to present material orally with appropriate fluency.
- to read and to critically appraise general and technical writing.

### Biology

The student should prepare for studying the human organism by gaining an understanding of the basic biological principles shared by all living organisms. The knowledge gained through this preparation should include:

- an appreciation of the diversity of life, including viruses, prokaryotes, plants and animals, and familiarity with the typical life cycles and metabolic activities of these organisms.
- an understanding of nucleic acid structure and how nucleic acids are utilized to store and transfer biological information.
- an understanding of the basic structure and function of the eukaryotic cell, particularly of the role of subcellular organelles and chromosomes in metabolism and cell division.

### Chemistry

Much of our understanding of the molecular basis of life is rooted in the principles of physical, inorganic, and organic chemistry. In order to acquire knowledge of chemistry adequate to maintain competence as a physician, students of the life sciences should:

- understand the principles of chemical equilibria and thermodynamics, particularly in the area of acid-base balance, ionization in aqueous solutions and redox actions.
- be able to describe the structure of molecules and understand the basic experimental methods used to determine these structures. Emphasis should be placed on the molecular architecture of organic compounds because of their importance in the biological sciences.
- be familiar with the quantitative and qualitative aspects of reaction rates, binding constants, and reaction mechanisms, particularly in regard to enzyme catalysis.

### Physics and Mathematics

Mathematics is the common language of all quantitative science. Physics provides for quantitative biology and biomedical sciences. Students framework should have firm foundation in mathematics and in physical science on which the medical science taught in medical school can be based. Students should:

- have facility with algebra and be able to develop equations from known physical and geometrical relationships. They should also be able to construct and to interpret graphic representations of data and functions.
- be familiar with the constants or units of physical measurement.
- be familiar with basic Newtonian mechanics and the physical properties of the various states of matter that are of biological relevance.
- have basic knowledge of the principles of electricity and magnetism, particularly circuit diagrams and wave motion.
- have firm grounding in basic statistics and probability— particularly in testing of hypotheses.

Basic computer literacy is also strongly recommended because of the importance of computer science in many areas of medicine.

### Other Disciplines

Those who wish to extend their background for the study of medicine may carry out additional work in accordance with their own interests and curiosity. Although no one can hope to study all the disciplines relevant to a career in medicine, applicants should develop an appreciation of the basic social, cultural, and behavioral factors that influence both individuals and communities in their approach to health and disease.

Those entering medical school may wish to seek an understanding of the societal forces which contribute to decisions about the delivery of health care and the basic, clinical, and health service research on which sound planning should be based. These issues may be explored through courses in such disciplines as history, philosophy, ethics, anthropology, political science and economics, as well as through hospital, clinic or community service experiences—particularly those that include some work with disadvantaged groups.

Because those who become physicians take on special responsibilities as community leaders, applicants should acquire an education that leads to continuing, life-long learning—not only in their professional field, but also in those things that will assure well-informed contributions to the wider society in which they live.

## 1967: At the Crossroads

Gallery Tours of the current ICA exhibition will be given by Alice Saligman, ICA Docent on Wednesday, April 1, at 11 a.m. and 6 p.m. In conjunction with the exhibition the following films from 1967 will be shown: Wednesday, April 8, at 7 p.m. *Bonnie and Clyde* starring Warren Beatty and Faye Dunaway; Wednesday, April 15, at 7 p.m. avant-garde films *Wave-length* by Michael Snow, *Andy Warhol* by Marie Menken, *For Life, Against the War*, by Robert Breer, Storm De Hirsch, Stan Vanderbeek, and others.

*At the Crossroads*, which will be on view through April 26, includes works by Carl Andre, Mel Bochner, Alexander Calder, Christo, Walter De Maria, Dan Graham, Red Grooms, Michael Heizer, Al Held, Eva Hesse, Robert Indiana, Betsey Johnson, Ray Johnson, Donald Judd, On Kawara, Ellsworth Kelly, Joseph Kosuth, Alfred Leslie, Barry Le Va, Sol LeWitt, Roy Lichtenstein, Agnes Martin, Robert Morris, Bruce Nauman, Barnett Newman, Kenneth Noland, Claes Oldenburg, Jules Olitski, Dennis Oppenheim, Robert Rauschenberg, Ed Ruscha, Lucas Samaras, Richard Serra, Tony Smith, Robert Smithson, Frank Stella, Richard Tuttle and Andy Warhol.



*Andy Warhol's Sidney Janis, 1967, photo sensitive gelatin and tinted lacquer on silkscreen on wood frame, 7'11 1/2" x 6'4 1/8", from the Museum of Modern Art's Sidney and Harriet Janis Collection (fractional gift).*

## GAPSA

On a vote, 19-4 with 2 abstentions, the Graduate and Professional Student Assembly has amended its bylaws to add three new voting seats bringing GAPSA's total from 30 to 33 representatives. Added are:

Graduate Minorities Council, a federation of racial-minority graduate student organizations,

Lesbian and Gay Graduate and Professional Student Association (LG-GAPSA) and,

International Student Council, a federation of various graduate international student organ-

izations on campus.

Opponents of the expansion argued that everyone already has an equal opportunity to be elected by the 12 school governments, GAPSA Chair Wayne Glasker said, but proponents said that gay, racial minority and international graduate students have been disfranchised in the past, and GAPSA should serve as the "umbrella" that brings all graduate constituencies together.

—Wayne C. Glasker, Chair, GAPSA

### Department of Public Safety Crime Report

This report contains tallies of Part I crimes against persons, and summaries of Part I crimes in the five busiest sectors on campus where two or more incidents occurred between **March 23 and March 29, 1987.**

**Total Crime:** Crimes Against Persons—0, Burglaries—0, Thefts—16, Thefts of Auto—1

#### Area/Highest Frequency of Crime

Date	Time Reported	Location	Incident
<b>South St. to Walnut St., 32nd St. to 33rd St.</b>			
03-24-87	4:09 PM	White Trng House	Unattended purse/coat/camera taken from lobby.
03-24-87	11:37 PM	Rittenhouse Lab	Secured bike taken from rack.
03-27-87	3:50 PM	Lot #5	Radio taken from vehicle parked in lot.
<b>Spruce St. to Locust Walk, 36th St. to 37th St.</b>			
03-24-87	4:17 PM	SH-DH	Credit cards taken from unattended briefcase.
03-27-87	3:56 PM	3600 Block Locust	Banner taken from walkway.
<b>Civic Center Blvd. to Hamilton Walk, 34th St. to 38th St.</b>			
03-28-87	12:11 AM	Lot #44	Battery taken from vehicle parked in lot.
03-28-87	12:54 AM	Lot #44	Various items taken from vehicle parked in lot.

**Safety Tip:** Crime prevention on a college campus is no different than crime prevention in a local city or town. The philosophy is always the same, "reduce criminal opportunity."

## DEATHS

**Maurice D'Arlin**, emeritus lecturer of marketing and international business, died February 27 at the age of 87. Mr. D'Arlin came to the Wharton School in July 1947, where he served as lecturer until July 1971. Mr. Edwards is survived by his sister, Mrs. Henriette Lubart.

**James Edwards**, superintendent of house-keeping, died March 18 at the age of 60 after suffering a heart attack. Mr. Edwards was responsible for all physical plant vehicles. After coming to the University in November 1955 as a janitor, he was promoted to janitor foreman in March 1971, and was promoted to superintendent of house-keeping in November of 1974. Before coming to Penn, Mr. Edwards worked for Buntington and Glider, the Navy Yard and Westinghouse. Mr. Edwards' son, Ronald, has been a locksmith at Penn since November 1969. He is survived by his wife, Mary; three children, Ronald, Dwight and Kealy; his father, Wilbur; two brothers and two sisters; and five grandchildren.

**Dr. Jesse T. Nicholson**, professor emeritus and former chairman of the department of orthopaedics at the Graduate School of Medicine, died March 24 at the age of 83. An alumnus of the Penn medical school, Dr. Nicholson joined the Graduate School of Medicine as an instructor in 1932. After serving with the Penn Naval Medical Hospital aboard the hospital ship Solace during World War II, he became chief of the department of orthopaedics at Graduate Hospital and professor and chairman of Penn's department of orthopaedic surgery. He served in those capacities until 1968. Dr. Nicholson also served as chief of orthopaedic surgery at CHOP from 1935 until 1968. He continued in practice until 1983. Dr. Nicholson is survived by his wife, Edith; daughters, Edith, Elizabeth and Virginia; son, Joseph; a grandson and a brother. Contributions in his memory may be made to the Jesse T. Nicholson Chair of Pediatric Orthopaedic Surgery of CHOP.

**David Ruda**, an Engineering senior, died March 22 of cancer at the age of 21. Mr. Ruda had been ill for about a year, and left the University last spring. He was a Sigma Alpha Mu brother, and was active in the anti-apartheid movement. In addition, Mr. Ruda was a music enthusiast, often playing the guitar at Cafe East in the High Rise East Rathskeellar. Sigma Alpha Mu is donating proceeds from its spring fundraiser (See page 9) to the American Heart Association in his name. Mr. Ruda is survived by his mother, Barbara Ruda Fox, and his stepfather, Joseph Fox and his brother.

## Almanac

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