Eight Guggenheims

The selection of eight SAS faculty as John Solomon Guggenheim Fellows in 1987-88 ties Penn with UCLA. This year's 273 winners, who receive one-year sabbatical support averaging $23,208 per grant, were chosen from 3421 applicants. Tied for first place were Princeton (9), Yale (9) and Harvard (8 faculty plus a Business Review editor). Columbia, Cornell, and Stanford had seven awards apiece. Penn's winners and their projects, are:

- Dr. Lawrence F. Bernstein, professor of music—a history of French secular music of the 16th century;
- Dr. Claudia Goldin, professor of economics—the evolution of the female labor force in America;
- Dr. Paul J. Korshin, professor of English—a study of Samuel Johnson's The Rambler;
- Dr. William Labov, professor of linguistics—linguistic change in progress;
- Dr. Ewa Morawska, assistant professor of Romance languages—the treatment of remote peoples in 20th-century French prose;
- Dr. Elaine Scarry, William T. Fitts, Jr., professor of English—the matter of consent.

ACLS & NEH Fellows

Penn faculty who won American Council of Learned Societies awards this round are:

- Dr. Rebecca W. Busnelli, assistant professor of English;
- Dr. Maureen Quilligan, associate professor of English; and director of research for women's studies.

Those receiving National Endowment for the Humanities fellowships are:

- Dr. Alan Filreis, assistant professor of English;
- Dr. Claudia Goldin, associate professor of religious studies.

For Commencement: Riccardo Muti

Richardo Muti, music director of the Philadelphia Orchestra and of La Scala in Milan, will deliver the Commencement Address on Monday, May 18. “Maestro Muti’s remarks will serve as a fitting coda to our students’ years of study at Penn, and as an overture to promising careers and the learning that will span their lifetimes,” said President Hackney. Riccardo Muti, who became the fifth music director of the Philadelphia Orchestra in 1980 at the age of 39, will also be awarded an honorary doctor of music degree. He is the successor to the Orchestra's legendary conductors Leopold Stokowski and Eugene Ormandy. Mr. Stokowski received an honorary degree from Penn in 1917 and Mr. Ormandy was granted one in 1937. “With the selection of Maestro Muti to receive an honorary degree, the University celebrates the arts as a key to personal enrichment in this increasingly technological world,” said President Hackney.

Ira Abrams Memorial Awards

Dr. Thomas Childers, associate professor of history, and Dr. Robert Lucid, professor of English, are this year’s recipients of the Ira Abrams Memorial Award for Distinguished Teaching in the Arts and Sciences.

The $1000 award was established 5 years ago through a gift from Ira Abrams, a 1931 graduate of the College, to annually honor SAS faculty members for teaching that is “intelectually challenging, leading to an informed understanding of a discipline.” Recipients are also expected to embody high standards of integrity and fairness, to have a strong commitment to learning and to be open to new ideas.


Senate: Two Major Changes

At the Spring Meeting on April 15, the Faculty Senate:

(1) Passed all of the resolutions for structural changes which alter the role of the Senate Executive Committee and reduce scheduled plenary meetings to one (each Spring) but provide for mail ballots and special meetings. (See page 3.)

(2) Learned that the current chair, Dr. Roger Soltoway, is leaving the University at the end of his term for a position at the University of Texas Medical Center in Galveston. (See the final paragraph of his report, pp. 2-3.) This leaves a vacancy in Past Chair position on the Consultative Committee that meets regularly with the President and Provost; Senate Rules provide for SEC to elect a replacement.
Welcome to the Spring Meeting of the Faculty Senate. In my report I intend to first summarize the accomplishments of the Senate Executive Committee and the other Senate Committees during the past year; second to alert you to problems that remain for future solution; and third to thank you for the privilege of guiding the Senate during the past year. This experience has afforded an intensive education in University operation and governance. In repayment for that privilege, I would like to suggest improvements that should be instituted to benefit the Faculty and thereby the University.

The Senate Executive Committee constitutes the cornerstone of the Senate, is an effective, working legislature, and through overlap and re-election of some of its members, it is the repository of the Consience and Memory of the Faculty. Although some among us cynically may view a portion of SEC membership as professional politicians, they have contributed unremunerated time and thought in our service. This group is admixed with inexperienced but enthusiastic new representatives who can fresh ideas and new plans. During the past year, the ideas generated by SEC have benefitted us all and I am pleased to report that SEC is alive and vigorous. Much of the year, including two special meetings, was devoted to a detailed debate on all forms of harassment. The importance of providing appropriate and protective mechanisms for the reporting of harassment was balanced with the need to protect faculty from anonymous or false accusations. I believe that this balance has been attained and is reflected in resolutions crafted by SEC and forwarded to the President for incorporation in his suggested harassment policy. SEC has reviewed and contributed ideas to a number of Senate Committee reports and continues to serve as an accurate faculty barometer.

I want to summarize the results of the Spring elections for the Senate leadership: David Balamuth as Chair-elect and Lorraine Tultman as Secretary-elect; as members of the Committee on Academic Freedom & Responsibility for 3-year terms Adelaide Delluva, Alan Kors, James Ross; for a 1-year term Robert Lucid; as members of the Committee on the Economic Status of the Faculty for 3-year terms Richard Beeman and Diana Crane.

We continue to benefit from the committee system. The committee members have been outstanding this year and I have looked forward to attending many of the committee meetings because I knew that they would be making progress on significant issues. We have been fortunate to have had committee chairs that were receptive, hard-working, and thoughtful—and I want to thank them all.

James Walter, Chair of the Committee on the Economic Status of the Faculty, has helped us focus on the importance of the benefits package and will report to you shortly on the activities of his committee. Regina Austin, Chair of the Committee on Academic Freedom and Responsibility will publish the efforts of that committee. Martin Pring, Chair of the Committee on Administration, has directed his attention to a series of discrete issues concerning administrative style and action. In addition, in a major effort and responding to comments at the Fall Senate Meeting, the Committee has drafts a series of resolutions to restructure the Senate. These resolutions will significantly increase faculty participation in University governance and strengthen the voice of your leaders. The resolutions will be presented to you later in this meeting. I hope that you will consider them as favorably as I do and that you will approve them.

Margaret Mills, Chair of the Committee on the Faculty, has led an active committee to a considered stand on the role of “goodness of fit” in the tenure process. This will also be presented for your consideration. The committee has examined a number of proposals for specialized faculty tracks in the various schools and is now beginning a continuing discussion on the ramifications of the proposed lifting of the mandatory retirement age in something like 6 years.

Brian Spooner, Chair of the Committee on Students and Educational Policy, has begun discussions concerning the role of the faculty in the admissions process and the restructuring of the process for dealing with cheating and plagiarism.

The Committee on Almanac, under the guidance of Lucienne Frappier-Mazur, has stood ready to help when advice was necessary for the management of Almanac.

An ad hoc committee, chaired by Robert Davies, has submitted a complete review of the Grievance Commission which has been approved by SEC and has been sent to the Provost.

The Grievance Commission has continued its active but confidential role in your behalf.

The nerve center of Senate responsibility, the Consultation Committee, continues to function effectively. The President, Provost and the three chairs, in the course of bi-weekly meetings came to know each other very well and to understand that each is dedicated to the good of the University. Because of the size of the University and the layers of administration between the President and Provost and individual faculty, the Consultation Committee serves as a unique barometer of faculty opinion. It simultaneously provides each of you with an advocate at the highest level. At every opportunity, the Senate Chairs have encouraged our inclusion as university counsellors to the administrative process. On the occasions when these suggestions have been heeded, substantial contributions have been rendered. Our input into the document “Investing in Academic Excellence” was independent but unified, supported by others and contributed to the final version which has been very favorably received.

What have I done? Through periodic columns in Almanac, I have tried to communicate my view of the University's problems and progress. In turn, I have received valuable feedback from committees and individuals. The structured format of this meeting is my attempt to respond to the suggestions of committee members. In turn, although I am "hogging" this time because it is my last meeting as chair, I hope that later in the meeting you will respond by keeping your comments brief and cogent so that all scheduled business can be accomplished.

I have reviewed the past, now let me turn to the present. As I see it, the major problem with our University is that we have grown far beyond the bounds envisaged by the designers of our present structure of governance. The essence of a University Community is the collegial manner in which decisions are reached. For each instance in which decisions are made privately, under confidentiality or at inopportune times such as during the summer, we lose some of the esprit de corps essential for a vibrant university. The faculties are the CORE of the University. Let no one mistake that. The quality of the other components of the community depend entirely on a faculty that teaches charismatically, contributes energetically to planning and governance, and supports the other components by aggressively undertaking scholarship and obtaining research funds. It has been very easy for many members of the faculty to lose interest in the University world outside of their own microcosm because they frequently see no way to contribute meaningfully to the process and because their schedules have become overly crowded with competing responsibilities for teaching, provision of clinical care, research and obtaining grant support. In this participatory vacuum, Deans and Department Chairs take up the slack and develop cadres of assistants to carry out their increasingly heavy responsibilities. In the quest for efficiency, and in order to be judged successful, collegiality is sacrificed. We have unconsciously, all of us, participated in this process through the pressures of the publish or perish doctrine.

(continued next page)
SENATE

What can be done? Some clues have been provided: when consultation has been offered and programs have been fully explained, the University community, led by the faculty, has responded and supported the initiatives. The general perception among my colleagues is that the President and Provost operate in a vacuum. The tendency is always there, spurred by the quest for efficiency. However, the truth is that they operate with far more input than many Deans and Department Chairs. Clearly, someone has to make the decisions. It would not do, as in some department, to have the Chairs so paralyzed that no clear-cut decisions can be reached. I propose that each school maintain an independent, viable faculty senate, with leadership that regularly meet with and advise the Deans and committees that carry out functions appropriate to each school. A central function of such senates should be participation in the structuring and review of the school Five-Year Plans. Let no one think that these plans are simply another piece of paper to be completed and filed away. Instead the Five-Year Plans dictate the structure and course of development for each school. Thereby, they guide the Vice President for Development and his staff. Let me speak plainly; you will find it quite difficult to raise targeted funds for your area of research from private funds if your program is not included in the Five-Year Plan.

The non-academic administration of the University has also suffered from growth. The administration serves no purpose other than to support the faculty and to make it as easy as possible for them to accomplish the various functions I have outlined. As Tony Tomazinis, the past Chair of the Senate, has aptly pointed out on a number of occasions, the structure of the administration is pyramidal and resembles any other corporation while the structure of the faculties is horizontal; a collection of nearly 2000 small business persons and private entrepreneurs. The innate tensions between these two structures and between the collegial versus the corporate approach has led to repeated conflicts and to mistrust. It is incumbent upon the leaders of the administration, particularly the Senior Vice President, to re-orient, inculcate and re-enforce the notion that the administration exists to support the academic missions of the University: Teaching and Research. Without this focus, the University might as well close.

I cannot close without extending a special thank you to Carolyn "Penny" Burdon, the Staff Assistant of the Senate. Penny maintains the Senate also heard Dr. Soloway announce his coming departure (see his column above), plus messages of the President and of the Provost (in his last appearance before Senate). Dr. James Walter's Report on Economic Status (Almanac April 14), included an announcement of a raised ceiling on health benefits of emeritus faculty (to $100,000).

In discussion of the Committee on the Faculty's Goodness-Of-Report (Almanac March 31), as speakers nodded on the merits of the concept the Committee's chair, Dr. Margaret Mills, said the Committee's goal was not to advocate or to not advocate the concept, but to see that if used in programs' criteria it was done consciously, known openly and applied consistently. (See also an exchange in Speaking Out, page 6 of this issue.) Dr. Richard Clelland as Deputy Provost complimented the work but suggested clarification of the term "program" used as surrogate for department; to include the role of the deans in compensation decisions in item #4; and to see that item #3 does not conflict with the role of the Provost's Staff Conference in reviewing for considerations other than scholarship. The goodness-of-fit item was not voted on, but will return to Senate's agenda.

Senate Rules Changes: At-Large Seats . . . Spring Plenary . . . Mail Ballots

All of the proposed changes in Senate Rules (Almanac March 31) were passed at the April 15 Spring Meeting, with amendments as indicated in italics at right. The order of presentation was changed to that shown, on the recommendation of Dr. Roger Soloway as chair, so that items dependent upon each other could be voted in light of earlier decisions.

Senate also heard Dr. Soloway announce his coming departure (see his column above), plus messages of the President and of the Provost (in his last appearance before Senate). Dr. James Walter's Report on Economic Status (Almanac April 14), included an announcement of a raised ceiling on health benefits of emeritus faculty (to $100,000).

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Text of Rules Changed

A statement is expected shortly on the implementation of the vote to change rules. Meanwhile, the April 15 actions read:

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

8. Provide that any proposal from SEC 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.

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.

[An additional amendment to §7 and §8, calling for "ample time and means for discussion," was passed but has not yet been incorporated formally into the language of these motions.]

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

3. 4, and 5 [voted together]. Permit SEC to discharge its responsibility at its discretion by a binding mail ballot of the Senate membership with accompanying explanatory material. Require the publication of as complete and as descriptive as possible an agenda of SEC meetings in advance in Almanac. Require that all actions taken by SEC, not subject to restrictions of confidentiality, be published in Almanac.

6. Require the publication in Almanac of annual summaries of members' attendance records at SEC meetings. [An amendment to publish a percentage of vote achieved in all constituency elections was debated but referred to committee by the Chair.]

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.

9. and 10 [voted together]. Resolved, that the twelve at-large seats on the Senate Executive Committee be restored. 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.)

Council: April 29

For the year's final University Council meeting Wednesday, April 29, the agenda will include:

Elections to Steering Committee; Facilities Committee recommendations on parking; Report of the ad hoc committee to review the Guidelines on Open Expression; Student Affairs Committee report on the University in 1990; and the Facilities Committee task force report on the proposal for a new student union.

(See page 5 for a summary of the April 8 meeting.)

Almanac Countdown: The April 28 issue of Almanac is overfiled. We expect to publish May 5, 12, 19 and 26, then publish as needed during the summer (but with at least one issue planned, for July). Staff are on duty all summer to assist members of the University who have plans to publish in the fall or need back copies before we recycle in June. Call Ext. 5274 for planning or back copies.

K.C.G., M.F.M. and M.A.C.
The Undergraduate Education Fund: Second-Year Awards

Last winter in A Program of Investments (Almanac February 4, 1986), we announced the establishment of the Undergraduate Education Fund for strengthening Penn’s commitment to undergraduate education. Up to $10 million of University support was set aside to assist Schools in developing new undergraduate courses and programs and in strengthening current offerings over the next five years.

In the fall of 1986, Schools were invited to submit requests for the second round of grants from the Undergraduate Education Fund. We were gratified by the scope of the proposals received and are pleased to announce FY 1988 awards.

**FY 1988 Awards**

Proposals for FY 1988 were submitted by the Schools of Arts and Sciences, Engineering and Applied Science, Nursing, the Wharton School, and the Graduate School of Education. The Provost, in conjunction with the Academic Planning and Budget Committee, reviewed each proposal to ensure that it would make a direct contribution to undergraduate education and, at the same time, complement the School’s five-year plans. The result of this process has been an exciting set of new and continuing initiatives in undergraduate education.

**School of Arts and Sciences**

This year, SAS will utilize $760,000 from the Undergraduate Education Fund to launch or expand efforts in each of the following areas:

- **The Distributional Requirement.** Believing that the current distributional requirement does not adequately serve its purpose of guiding students toward curricular breadth, SAS has begun to re-examine this requirement and consider options for its revision. The School is applying $274,480 from the Undergraduate Education Fund toward the development of new distributional courses, including some that will draw on faculty from the other undergraduate Schools.

- **Freshman Seminars Not Previously Taught by a Member of the Standing Faculty.** SAS has begun to move toward increasing the proportion of senior faculty teaching small freshman courses, particularly Freshman Seminars. The Undergraduate Education Fund is contributing $315,200 to these efforts.

- **Computers for Undergraduate Education.** $60,000 has been allocated in this area. This is the balance of the $80,000 that was requested in last year’s proposal. It is to be used for the purchase of a VAX 8650 computer to be used in undergraduate education in three generic areas. The development of large-scale software systems, for graphics, and for large-scale computation.

- **Incentives for Development of Individual Research Experiences and Synthetic Courses.** $30,000 has been allocated in this area.

- **Planning for an Undergraduate Teaching Center.** $10,320 has been allocated for planning for an undergraduate teaching center intended to provide technical and other support for undergraduate teaching.

**School of Engineering and Applied Science**

Grants totalling $300,000 have been awarded to this School for use in five areas:

- **Computers for Undergraduate Education.** $60,000 has been allocated in this area. This is the balance of the $80,000 that was requested in last year’s proposal. It is to be used for the purchase of a VAX 8650 computer to be used in undergraduate education in three generic areas. The development of large-scale software systems, for graphics, and for large-scale computation.

- **Individual Research Experiences and Synthetic Courses.** $65,000 has been allocated in this area.

- **Planning for an Undergraduate Teaching Center.** $25,000 has been allocated for planning for an undergraduate teaching center intended to provide technical and other support for undergraduate teaching.

- **Enhancement of General Honors.** $10,000 has been allocated for the enhancement of General Honors.

**Standing Faculty**

Edward B. Shils, founder and director emeritus of the Sol C. Snider Entrepreneurial Center (left), retired businessman Leonard L. Zeidman (center) and Wharton School Dean Russell E. Palmer at a recently held ceremony to recognize Mr. Zeidman’s $500,000 gift to the Wharton School. The funds will be used to support the Edward B. Shils/Leonard L. Zeidman Fellowships in Entrepreneurship providing grants for needy U.S. minority students, students from Israel and students from countries in the developing world who want to specialize in entrepreneurial studies and research at Wharton. With this gift the University’s Minority Presence Development Campaign (Almanac October 29, 1985) has already exceeded $5 1/2 million, in the past year, toward its five-year goal of $6 million.
**School of Nursing**

$193,000 from the Undergraduate Education Fund has been designated for Nursing School projects in these areas:

- **Writing Across the University:** $16,000 has been allocated to support the School's participation in this program, and to help cover WATU administrative costs and teaching assistant stipends.
- **Common Undergraduate Experience During Freshman Year and Beyond:** $15,000 will allow the School to offer several new courses, open to both Nursing and non-Nursing students, during FY 1987.
- **Dual Majors; Minors Program:** $12,000 has been allocated to the development of dual majors— and minor options— involving Nursing and other departments in undergraduate schools throughout the University. Programs will be designed by Nursing faculty in conjunction with faculty consultants from the School of Arts and Sciences, The School of Engineering and Applied Science, and Wharton.
- **Minority Recruitment and Retention Program:** $18,000 has been allocated for this program. Through this program, minority Nursing School faculty and alumni volunteer to provide ongoing guidance for minority students. Mentor-mentee relationships begin before students' freshman year matriculation, and continue through their undergraduate careers. Faculty and alumni mentors also travel on recruitment trips to inform prospective minority candidates of the availability and advantages of this program.
- **Research Opportunities at Undergraduate Level:** $12,000 has been designated for the enhancement of undergraduate research opportunities.
- **Academic Advising:** $50,000 has been allocated for programs to enhance student advising through the development of audiovisual and/or computer packages.
- **Integration of Computer Technology in Clinical Courses:** $70,000 is being directed toward the integration of computers into the Nursing curriculum, both as subject and as instructional tool.

**The Wharton School**

$120,000 has been allocated to the Wharton School for the following programs:

- **The Writing Program:** $81,000 is supporting the School's efforts to enhance students' writing skills through Penn's Writing Across the University (WATU) program and the Wharton Communication Program.
- **The Advising Program:** $22,500 has been allocated for the implementation of a new student advising program designed to encourage thoughtful academic planning.
- **Teacher Education Program:** $16,500 has been designated for the development of a training program to prepare teaching assistants for undergraduate teaching responsibilities.
- **New Courses in Public Policy and Management and Health Care Systems:** $72,800 is anticipated to be granted to these two departments to develop new courses especially designed for non-Wharton undergraduates.

**Graduate School of Education**

- **$15,000 has been allocated to the Graduate School of Education for the establishment of incentives to encourage standing faculty to develop small, interdisciplinary seminars that will stimulate students' intellectual, social, emotional and ethical growth.**

—Sheldon Hackney

—Thomas Ehrlich

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**COUNCIL**

**Synopsis of Minutes: April 8**

The Steering Committee reported, regarding the maintenance of confidentiality for its proceedings, that it determined that the chair is the spokesman for the committee, that members will not discuss proceedings outside of the committee and that, to maintain accountability, the full minutes of the Steering Committee will be made available upon request. Proposed amendments to the bylaws (Almanac March 31, 1987) to adjust faculty and student memberships in consonance with an increase in the number of faculty constituencies were approved.

The Council adopted a resolution from GAPSA asking that the Trustees conclude that substantial progress has not been made toward the dismantling of apartheid in South Africa and proceed with the multi-stage plan for divestment established in their resolution adopted in June, 1986. Another resolution from GAPSA was adopted, recommending that the Penn Children's Center be preserved and subsidized as an important resource for graduate students and staff members and that, as an initial commitment, $10 per graduate/professional student (who pays the general fee) be allocated to the Center.

The president reported that, in response to a new statute placed in effect by the Commonwealth requiring all institutions of higher education in the state to have policies prohibiting hazing for all student activities, a policy is being drafted accordingly, since existing regulations at Penn apply only to fraternities and sororities. The report of the President's Seminar on the University and the City (Almanac April 4, 1987) was presented by Professor Iraj Zandi, the chair, and received favorable comment. The Facilities Committee made an initial presentation on parking at Penn as a preliminary to recommendations to be made at the April 29 meeting. The chair, Professor Noam Lior, indicated that the problems center on a growing unmet demand for spaces, possible sharp increases in the parking fees, and security.

—Robert G. Lorndale, Secretary

**Dean's Search: Annenberg**

Provost Thomas Ehrlich has announced the membership of the Committee to advise on the search for a new dean of the Annenberg School of Communications by the end of spring term 1988 (the latest date to which Dean George Gerbner has agreed to serve). With the exception of an alumni representative who has not yet been selected, the committee is composed of the following members:

- Larry Gross, Professor of Communications, Chair
- Lee Copeland, Dean GSFA, Paley Professor of Architecture and Planning
- Charles Dwyer, Chair of Board of Directors of WCAR, Associate Professor of Education
- Robert Hornik, Professor of Communications
- Carol Marvin, Associate Professor of Communications
- Milton Mueller, Annenberg Ph.D. Candidate
- Almarin Phillips, Professor of Economics and Law, Professor of Public Policy and Management/Economics/Law, Hower Professor of Public Policy
- Pamela Sankar, Annenberg Ph.D. Candidate
- Ross Weber, Professor of Management
- Charles Wright, Professor of Communications and Sociology

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**Blood Drives**

On March 26, the second All-Wharton Blood Drive exceeded its goal of 75 units by attracting 105 volunteers—96 of whom were accepted, including 14 first-time donors. The Red Cross certified the effort as a "preeminent drive."

The next campus drive will take place April 27 at the Christian Association from 9 a.m.-2 p.m.; it also has a goal of 75 pints. Faculty and staff who work in College Hall, the Franklin Building, the Graduate School of Education, the Bookstore and the Christian Association are especially encouraged to donate. For information call Jim Robinson at Community Relations: Ext. 3563.
Salaries Cuts Fore and Aft

In the annual salary game and other shell games the pitchmen know they can fool all of the people some of the time and some of the people all of the time. But few think they can fool all the people all the time. It is apparent that our central university administration selects few.

Last year, after a 22\% loss of purchasing power over ten years, after the inflation rate of 3.5\% was announced for 1985, and after the Faculty Senate recommended a 9.8\% average salary increase, with a minimum of 3.5\%, the administration justified a 2.5\% minimum salary increase and pointed to a predicted 2\% inflation rate in 1986 (Almanac April 22, 1986). This was a reverse from past policy when increases were determined after annual inflation rates were known. Now when the predicted inflation rate in 1987 is 4-5\%, our administrators justify a 2\% minimum increase on the basis of the 1.9\% inflation rate that did happen in 1986. One wonders how long they can squeeze minimum increases out of a 1.9\% year.

Come on folks, this is supposed to be a community of scholars. Which ones are you trying to kid? You may have switched directions last year to take advantage of predicted low inflation and now you have obviously switched back to take advantage of past high inflation.

Such actions add weight to a growing concern about administrative integrity at this institution.

—James W. Buchanan, D.V.M., Professor of Cardiology

Kudos to Deans

In 1981 and 1985 (Almanac November 26, 1985) the reports of the two Task Forces on the Quality of Teaching recommended that "The President, Provost [Deans and Department Chairs] should ensure that good teaching be rewarded by merit salary increases." The investigations of the Second Task Force showed that most schools had taken at least some steps to implement this. I am now particularly pleased that the Council of Deans has agreed that "a significant share of the total increase in a School's faculty salary pool should be allocated to faculty members for outstanding teaching... ."

Well done.

—Robert E. Davies, Chair, 1981 and 1985 Task Forces on the Quality of Teaching

Goodness of Fit

I have read the Senate Committee on the Faculty report on "Goodness of Fit" and find much with which to agree. As the committee makes clear, the "goodness of fit" concept has some positive elements, but it also constitutes a potential source of abuse.

Although the issue of academic freedom is raised, as it stands I believe the report fails to adequately distinguish hiring, tenure and faculty member issues.

Clearly, the only truly fair way to apply the concept is in hiring. From time to time departmental directions need to be changed; this can and should be done before hiring. In some circumstances, the concept also may have very limited applicability in making life-long tenure decisions—for example, where more talented individuals are up for tenure than projected resources can support.

Post-tenure, however, are an entirely different matter. Institutional commitments have already been made. True academic freedom by definition almost demands that such decisions should be based entirely on academic merit. To allow "goodness of fit" concepts in the hiring of promising faculty who are already tenured, for example, could open the door to serious abuse.

Imagine an associate professor having been awarded tenure based on his or her scholarly achievements, which are among or even exceed the very best in the department. Moreover, suppose this faculty member had attracted more than his or her share of outside funding and had developed new, internationally recognized graduate programs, by all accounts among the strongest in the department.

Suppose further that subsequent to these achievements, the department's focus shifts direction. To add some flavor, suppose the faculty member has, say, a strong academic orientation but that other factors weigh heavily in department decision making.

Given "goodness of fit" in such a milieu, one can only imagine possible scenarios of disruption of normal academic inquiry, weakening of sound academic programs, inequitable salaries and even the destruction of promising careers.

We might want to take refuge in the belief that it could not happen here. But, unfortunately, it has happened here—and on more than one occasion. Under the guise of "goodness of fit" or the equivalent, it still does.

In pondering the desirability of "goodness of fit" as a criterion, one might ask how many first rank research universities have been hurt by placing too much emphasis on academic quality irrespective of specialization. As Professor Hiz stated at the recent meeting of the Faculty Senate, "We should hire them, but how can we get, and then get out of their way."

I hope that you will take the above concerns into account both in discussing the report with others and in future voting on the recommendations. Perhaps the most serious implications for academic freedom derive from recommendations two and especially, four, which gives departments license to encourage tenure as well as uncontested faculty to redirect their teaching and research.

Two immediate questions we might ask in this regard are whether the committee would be willing to:

1. restrict "goodness of fit" considerations to hiring and, in the case of tenure, to apply the concept only where necessitated by fiscal need; and
2. alter recommendation four to disallow the use of "goodness of fit" in post-tenure cases, except when it has been established objectively and conclusively that the faculty member is inactive in his or her research.

—Joseph M. Scandura, Director of Instructional Systems, GSE

Response to Dr. Scandura

The Committee on the Faculty wishes to thank Professor Scandura for his forceful cautionary statement. We reiterate that the Committee's statement on goodness-of-fit is not intended to advocate use of the concept at any particular stage of hiring, tenure or promotion, but only to strengthen those departments and other faculty hiring units which do use the concept should be obliged to define concepts as used in their missions, to apply it systematically, and to inform all affected individuals in a systematic and timely fashion of the part which goodness-of-fit, so defined, is playing in their progress toward tenure or promotion.

—Margaret Mills, Chair, Committee on the Faculty

Buying/Selling Academe

The University has always faced serious challenges to its independence and autonomy through its many links to outside funding sources. A new challenge has arisen in the past two decades with the emergence of aggressive corporate programs deliberately attempting to subsidize "proper" thinking on the economic system and economic policy. Back in 1972 Judge Lewis Powell (later elevated to the Supreme Court) wrote a memo to the U.S. Chamber of Commerce urging business "to buy the top academic reputations in the country to add credibility to corporate studies and give business a stronger voice on the campuses." Dr. Edward Feulner, head of the Heritage Foundation, pointed out in 1977 that by spending large sums it is possible to assure that the public policy area is "ashamed of in-depth academic studies" that have the suitable conclusions. Using the model of Proctor & Gamble selling toothpaste, Feulner explained that "They sell it and resell it every day by keeping it fresh in the consumer's mind." By using a similar sales effort, including the dissemination of these ideas to thousands of newspapers, Feulner suggested that conservative foundations might keep debate "within its proper perspective."

Mr. William Simon made the same point in his book A Time for Truth, which urged that business "must rush by multimillions to the aid of liberty," it must divert funds from those "hostile to capitalism" to scholars and publicists "who understand the relationship between political and economic liberty." In 1977 Simon became head of the Olin Foundation, with the power to reorganize its grants program. In accord with his conservative agenda, the Olin Foundation proceeded to finance academic chairs and numerous lecture series and conferences that would meet the ideological plan. (For a discussion of these matters, with some attention to the role of Simon and the Olin Foundation, see John S. Salmon's III, Ominous Politics: The New Conservative Labyrinth, chaps. 1-3 and 6). A liberal sometimes appears in an Olin-funded lecture series or conference, but not (continued next page)
Grievance Panel

On March 3, 1987, Almanac published the University's formal procedures for staff grievances. That procedure calls for establishing panels to hear grievances. It also permits a staff person with a formal grievance to be assisted by an advisor. The following members of the University community have agreed to serve on panels (P) and/or as advisors (A).

We welcome any additions. Please contact Barbara Johnson, Manager, Staff Relations, Ext. 6093.

Office of Staff and Labor Relations

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.

Research Administration is Moving

Effective 9 a.m. Monday, May 4, the Office of Research Administration will be in business at: Suite 300 (3rd floor), Mellon Building, 133 South 36th Street, 19104-3246. The new intramural mail address is: Suite 300, Mellon Building 3246.

To find the new office, use the 36th Street entrance at the rear of the Mellon Building and then take the elevator. The stairs do not allow up access.

The current telephone numbers remain unchanged. However, two new numbers, Ext. 2614 and 2615, are assigned for Human Subjects and Animal Care Committee business.

The Office of Research Administration will remain operational in Room 409, Franklin Building until 5 p.m. Friday, May 1.

Fond Farewells

A seminar and reception in honor of Gertrude Reichenbach, director of Dutch Studies, will be held on April 24. Mrs. Reichenbach is retiring after 18 years of teaching Dutch language and literature at Penn. Mrs. Reichenbach introduced Dutch as a minor for the B.A. in 1978, and as a major in 1983. She has been recognized for her work by the Flemish Government, which established the Pieter Breughel Chair, in her honor, at Penn in 1985, and by Queen Beatrix, who appointed her Officer in the Order of Orange-Nassau in 1986. Mrs. Reichenbach also established the current Seminar Series and is a recipient of the John Adams Medal.

Cocktails and dinner will begin at 6 p.m. at the Faculty Club. The seminar, on Dutch Courage, Witches and Tall Tales, given by Henk Edelman, and farewell speeches will begin at 8 p.m. in Room B3, Meyerson Hall. To make reservations for dinner and cocktails call Abraham Noordergraaf, at Ext. 5881 or 649-1242.

A reception in honor of Dean Dell H. Hymes will be held on April 28. Dr. Hymes is retiring after 18 years of teaching Dutch language and literature at Penn. Mrs. Reichenbach introduced Dutch as a minor for the B.A. in 1978, and as a major in 1983. She has been recognized for her work by the Flemish Government, which established the Pieter Breughel Chair, in her honor, at Penn in 1985, and by Queen Beatrix, who appointed her Officer in the Order of Orange-Nassau in 1986. Mrs. Reichenbach also established the current Seminar Series and is a recipient of the John Adams Medal.

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A reception in honor of Dean Dell H. Hymes will be held on April 28. Dr. Hymes is leaving Penn to join the University of Virginia's Center for Advanced Studies with faculty appointments in anthropology and English. Dr. Hymes is a renowned, wide-ranging scholar who, in his 22 years at Penn, has held professorial appointments in anthropology, folklore, sociology, linguistics, and education. He has been dean of the Graduate School of Education since 1975, and, according to President Hackney, has strengthened and expanded G.S.E.'s curriculum with innovative programs in educational administration, educational psychology, language education and literacy.

The reception celebrating Dr. Hymes' leadership and scholarship will be held from 5:15 to 8 p.m., in the University Museum Rotunda.

Dr. James Davis, vice chair of the Chemistry Department, will be leaving the University in July to become the director of laboratories for Biochemistry and Molecular Biology at Harvard. Dr. Davis joined the University in 1972 as executive assistant to then Provost Eliot Stellar. He later served as the associate dean of administration to the Faculty of Arts and Sciences. Dr. Davis assumed his present position in the Chemistry Department in 1982.

Memorial Service

The School of Medicine will hold a Memorial Service honoring the late Edward Rose, M.D., Medical School graduate, emeritus professor and former chief of the Endocrine Section at HUP. The Service is scheduled for Friday, May 8 in Medical Alumni Hall, HUP (first floor, Maloney Clinic), at 3 p.m. Dr. Rose died January 29 at the age of 89.
**FITNESS/LEARNING**

23 Two for the See-Saw: The Lawyer and the Therapist in Family Litigation, workshop in conjunction with Wolf, Block, Schorr and Solis-Cohen; 9-11 a.m., Marriage Council. Information: 382-6680.

**FILMS**

Afro-American Studies

21 The Bombing of Osage; a showing of the documentary by the narrator and scriptwriter, Toni Cade Bambara; group discussion follows; 7:30-9:30 p.m., Duncan Lounge, Kings Court/English House. Free admission.

International House

Films are shown at 7:30 p.m., unless otherwise noted. Admission: matinees, $1.50; nighttime screenings, $3.50, $2.50, members, students and senior citizens.

22 The Flapper Story, The International Sweethearts of Rhythm: America's Hottest All-Girl Band and I Promise to Remember: The Story of Frankie Lymon and the Teenagers; 4 p.m.

**MEETINGS**

29 University Council; 4-6 p.m., Room 351, Steinberg Hall-Dietrich Hall.

30 The Lesbian/Gay Staff and Faculty Association; noon, 2nd floor lounge, Christian Association. Information: Larry Gross, Ext. 5620, or Bob Schoenberg, Ext. 5044.

**MUSIC**

29 Penn Baroque Ensemble plays Bach, Rameau and Vivaldi; 8 p.m., Recital Hall; admission: free.

**SPECIAL EVENTS**

23 Convivial Hour in Honor of New Members: 5-6:30 p.m., Faculty Club. $5.50 covers hors d'oeuvres and complimentary drink. Reservations: Ext. 4618.

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**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 April 13 and April 19, 1987.

<table>
<thead>
<tr>
<th>Date</th>
<th>Time Reported</th>
<th>Location</th>
<th>Incident</th>
</tr>
</thead>
<tbody>
<tr>
<td>04-13-87</td>
<td>1:22 PM</td>
<td>Delta Psi</td>
<td>2 oil paintings and red rug taken from house.</td>
</tr>
<tr>
<td>04-13-87</td>
<td>4:58 PM</td>
<td>Christian Assoc.</td>
<td>4 light fixtures taken from lobby.</td>
</tr>
<tr>
<td>04-13-87</td>
<td>8:23 PM</td>
<td>Lot #25</td>
<td>Hood ornament taken from Chevy Camaro.</td>
</tr>
<tr>
<td>04-14-87</td>
<td>10:06 AM</td>
<td>Annenberg Center</td>
<td>Unattended wallet taken from dressing room.</td>
</tr>
</tbody>
</table>

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**Notes on Crime:** At preeminent Monday, Philadelphia police were handling (1) the discovery of 4.4 pounds of cocaine in hollowed-out books mailed from Columbia, S.A., to a mixed address (name of person untraced, followed by Romance Languages Department but with a fraternity's street address); and (2) the gunshot death of a non-University man at 36th and Sansom. Monday's D.P.C. quotes Philadelphia Homicide Detective John Ainsley as linking the murder victim, 22-year-old Richard Gambrell of North 13th Street, to drug traffic but not to the cocaine delivery to a University address. —K.C.G.

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**Almanac**

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

**TALKS**

21 Prostanoids in the Cerebral Circulation; David Busija, associate professor, physiology and biophysics, University of Tennessee Health Science Center; 12:30 p.m., 4th floor, Physiological Laboratory, Richard Building (Respiratory Physiology Group).

22 Modernization in an African Setting: The Nigerian Experience; Bolanle Awe, Institute of African Studies, University of Ibadan, Nigeria; 4 p.m., Room 200, College Hall (Penn-Ibadan Exchange Program).

23 Biochemical Topics: Receptor Biology; Fedor Medzhidzinsky, University of Michigan; noon, Hirt Auditorium, 1 Dules Building, HUP (Department of Biochemistry and Biophysics).

**Penniman Lecture**

Applied Medical Ethics, a Class Cluster Program of Alumni Affairs, is a provocative panel discussion open to the University community. The panel consists of Proost Thomas Ehrlich, Dr. Renee C. Fox, Annenberg Professor of the Social Sciences; Dr. Steven G. Gabbe, professor of Obstetrics and Gynecology and Pediatrics at the School of Medicine and chairman of HUP's Ethics Committee, and Dr. Joyce E. Thompson, associate professor in the School of Nursing. The program on April 22 at the Annenberg School begins with a reception, 5:30-6:15 p.m., followed by the panel discussion, 6:15-7:30 p.m., and concluding with a reception and gathering. Cocktails and hors d'oeuvres, $10 per person. Registration: Ext. 7811.

**Decision Making in Medical Ethics**

Who Lives, Who Dies, Who Decides: Decision Making in Medical Ethics, a class cluster program of Alumni Affairs, is a provocative panel discussion open to the University community. The panel consists of Proost Thomas Ehrlich, Dr. Renee C. Fox, Annenberg Professor of the Social Sciences; Dr. Steven G. Gabbe, professor of Obstetrics and Gynecology and Pediatrics at the School of Medicine and chairman of HUP's Ethics Committee, and Dr. Joyce E. Thompson, associate professor in the School of Nursing. The program on April 22 at the Annenberg School begins with a reception, 5:30-6:15 p.m., followed by the panel discussion, 6:15-7:30 p.m., and concluding with a reception and gathering. Cocktails and hors d'oeuvres, $10 per person. Registration: Ext. 7811.

**Almanac**

3901 Locust Walk, Philadelphia, Pa. 19104-6224
(215) 898-5274 or 5275.

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