

PROPOSED SALARY ADJUSTMENT: 5.2%

The University's projected payroll increase for 1972-73 will be 5.2%, distributed primarily in merit increases but with recommended minimum salary increases in certain categories.

In response to an inquiry from the A-3 Assembly regarding medical benefits, Dr. John Hobstetter said the Budget Committee's position was "... that the salary adjustments are a first step only, and that the adjustment upward of the fringe benefits will be recommended at the earliest possible date.

"As you know," he continued, "three major components of our income are uncertain at this time. Until those certainties are resolved and resolved favorably, no further commitments can be made without unbalancing the budget. The Trustees have required that the budget be balanced."

He told the Assembly he was optimistic that further improvement in compensation would be possible "before the new fiscal year is far advanced."

The three income factors that remain uncertain are tuition income; the state appropriation level to be decided in Harrisburg; and a proposed change in legislation which would permit nonprofit institutions to use a portion of realized capital gains as income.

NEWS IN BRIEF

DINING SERVICE: FEWER LOCATIONS BY FALL

The University announced today that beginning this September, three locations—Hill Hall, 1920 Commons and Stouffer—will remain open for dining service. Smaller locations will be permanently closed.

George Kidd Jr., Director of Auxiliary Services, said the reasons for this decision were economic. "In the academic year 1971-72 the facilities that were open had the capacity to serve 18,500 meals a day—a total that greatly exceeded demand. Under the new arrangement the three facilities will be capable of serving approximately 12,500 meals a day. This is still estimated to exceed demand in 1972-73, but it is justifiable on the basis of providing meal service at three convenient locations."

Mr. Kidd also said that the cost of serving meals exceeded revenue by \$1,000,000 in 1971-72. He expects the new arrangement to reduce this loss to approximately \$500,000.

The changes affect 45 of the Dining Service's 197 hourly employees, and eight of its 27 supervisory personnel.

Employees who will be affected have been notified, Mr. Kidd said, and arrangements have been completed so that no employee will be laid off if he or she is willing to accept one of two alternative job offers that will be made to each person. Initial offers to the more senior employees were made today. Other offers will be made as vacancies occur.

PERSONNEL SERVICES: JAMES KELLER

James J. Keller, former manager of compensation at Temple University, has been named Director of Personnel Services for the University of Pennsylvania. Gerald L. Robinson, Executive Director of Personnel Relations, has announced.

Mr. Keller was supervisor of personnel research at ITE Imperial Corporation from 1957 until he joined Temple in 1969. He received his B.A. from Lehigh University in 1953 and served in the U.S. Coast Guard from 1954 to 1956. He has been a member of the Philadelphia Survey Group and Citizen's Council for City Planning, as well as several professional personnel organizations.

(Continued on Page 4)

IN THIS ISSUE

- Report of the Academic Planning Committee
- JOB OPENINGS

Almanac

Volume 18, Number 38

June 16, 1972

Published weekly by the University of Pennsylvania

CHANGES IN PURCHASING SYSTEM AND SEMINARS TO EXPLAIN THEM

The Purchasing Department has consummated a two-year agreement with A. Pomerantz & Company for supplying stationery and office supplies, effective when the Office Supplies Stockroom is phased out on July 1, 1972.

All requests for stationery and office supplies after July 1, 1972, must be directed through the Purchasing Department on a special form, Purchasing Director Robert M. Ferrell said. The regular requisition form will continue to be used for all other supplies and services.

The University Bookstore will no longer have responsibility for the catalog and issuance of standard office supplies. They will continue to stock general stationery and office supplies for individual retail sales.

Effective July 1

Since a new requisition form and new procedures for ordering will be effective July 1, 1972, Purchasing has planned orientation seminars for all persons responsible for ordering stationery and office supplies. Seminars will be offered in the Ben Franklin Room of Houston Hall on the following dates:

Monday, June 26th 1:30 p.m.

Tuesday, June 27th 1:30 p.m.

Thursday, June 29th 1:30 p.m.

Representatives of A. Pomerantz & Company and the University Purchasing Department will be present to answer any questions concerning the new requisition form, ordering and delivery procedures, and methods of billing. The new requisition forms will be distributed at each of the seminars.

"It is imperative that those business offices and/or secretaries involved in ordering stationery and office supplies be present at one of the scheduled seminars to receive the new forms and applicable information concerning the request for these supplies," Mr. Ferrell said.

"If individuals involved are unable to attend one of the seminars, they should contact the Purchasing office for instructions by calling Ext. 7216."

1971-72 Report of the Academic Planning Committee

Major Activities

Four main lines of inquiry occupied the Academic Planning Committee during the past year. These were:

1. Information gathering about the state of the University.
2. Development of planning tools for long range analysis.
3. Construction of Guidelines and Priorities within the University.
4. Appraisal of the President's report on Directions for the University.

1. In order to advise on long range planning for the University, APC engaged in an extensive fact-finding survey of all the academic schools. This was done by interviewing the academic deans to find out their current problems, and plans for the future on faculty, student body, educational content, buildings, equipment, research, and public service. The Deans were uniformly cooperative, and good insight was provided into the actual functioning of all the main branches of the University. In connection with this series of interviews, APC submitted a short form with common categories to be filled out by each Dean to show five year projections on number of students, number of faculty, number of other employees, main items of expense, number of courses, and other relevant items. These forms are useful in giving a quick picture of plans for the coming years across academic lines of the whole University.

2. For an independent view of the University's budget prospects over the next several years, the Chairman developed a small "model" of the institution. This system has been programmed to give simple projections of the main receipt and cost items of the University budget. In an annex to this report* there is a description of the "model" together with some sample extrapolations to the 1975 financial year. The extrapolations are not "fine-tuned" to make use of all the latest external input data either from administrative decisions within the University or from the external economic environment, but a realistic set of inputs was used in order to provide a plausible example of how the planning tool works. One significant conclusion emerges. From current economy measures within the University and the expected tuition increase, the budget can be brought into balance or near-balance for the year ending June 30, 1973, but if nothing additional is done beyond the measures implemented for 1972-73, the budget moves back into serious imbalance for subsequent years 73-74 and 74-75, even with modest tuition increases.

The implications of this analysis for longer range planning within the University are that more lasting and deeper budget adjustments must be made than those instituted on a quasi-emergency basis for 1972-73. To some in the University community, this means dropping, on a permanent basis, some activities. These may be departments, schools, student activities, or facilities. These cover both academic and nonacademic activities of the University. It is hoped that the APC analysis under part three* of this report will provide planning materials that can be used for intelligent decision making in this respect.

In some separate studies pursuing lines opened up by the attempt to "model" the University, estimates of applications for admission are being analyzed in relation to tuition levels at Pennsylvania, average levels throughout the country and contemporary economic conditions. It is hoped that this will enable future planning to be guided by expected effects of tuition increases on size and composition of the student body.

The whole model building effort is simply a first approximation. Greater detail and realism is gradually being built into the system in order that it may eventually become a more effective planning tool.

3. In a period of budget-trimming and planning for a new educational thrust for the University, it is of great importance to have systematic methods for the setting of priorities. A main objective of the APC during 1971-72 has been to show how priorities might be established, without our actually establishing them. Stimulated by an outline presented by John Hobstetter, the APC, through a subcommittee, developed a questionnaire to elicit relevant facts and other information needed in order to establish priorities within the University. The questionnaire is built around the concepts of academic quality, productivity, centrality, demand, uniqueness, service to the institution, and service to society.

The questionnaire, itself, is submitted as another annex* to this report. It was prepared by a subcommittee consisting of Ward Goodenough, Chairman, APC; David Sharp, APC; John Hobstetter, APC; William Keller, APC; William Telfer; David Solomons; and Richard Dunn.

A preliminary report, together with specific recommendations for the 1972-73 budget priorities was given to the APC, who in turn met with the Budget Committee in January. The questionnaire was then developed in detail, discussed further with the APC, submitted to chairmen and deans for comment, and finally discussed in a joint meeting with the Development Commission. Three departments (or Schools) (Psychology, Education, and Linguistics) are filling out the questionnaire for pre-testing. After taking account of criticism by the Development Commission, chairmen, deans, and pre-tested departments it is hoped that the APC can circulate the questionnaire throughout the University for completion in May/June. After a summer's analysis, results could be made available for the APC's own deliberations and those of the Development Commission.

This is a continuing effort by the APC and should provide a good information base for further planning analysis in the next academic year.

4. At the joint meeting of the APC and Budget Committee in January, the President put forth many of the ideas that were expressed in the written document known as "Directions for the University." Copies of an early draft of the President's document were circulated to members of the APC for information and comment. The APC responded by forming a new subcommittee to appraise the President's statement: Robert Marshak, Chairman, APC; David Sharp, APC; Ward Goodenough, APC; Earl Guthrow, APC; Richard Clelland; Jefferson Fordham; Van Harvey; and Louis Girifalco.

As in the case of the previous subcommittee on priorities and guidelines, the subcommittee for appraisal of the President's report drew upon the faculty at large in addition to having some APC members.

The appraisal was discussed with the rest of the APC, again in a special session with the President, and finally with the Development Commission. The subcommittee's appraisal* is also attached to this report.

It applauded and approved many aspects of the President's program to raise substantial new sources of revenue for the University in the years ahead. It was, however, critical by asking for a more conservative approach to change within the University. It questioned some of the ideas or proposals of the President's program and took issue, particularly, on the implementation of the principle of "selective excellence". It recommended strengthening of the University's core, without precisely defining the core, as a pre-condition for the implementation of selective excellence. In this respect, the subcommittee agreed in

* Available from the Office of the Secretary

principle with the ideas put forward by the Educational Policy Committee, with whom contact has been maintained throughout the year.

Other Activities

Specific problems of an administrative nature were placed before the APC during 1971-72. Although this has been past practice, the APC was intentionally steered away from such distractions during the past year in order to focus more pointedly on broader and longer range planning problems. During the year, four problems were taken up.

- (i) Establishment of a department of peace research.
- (ii) Increase in entering class size in the School of Dental Medicine.
- (iii) Establishment of a graduate group (GSAS) in Systems Engineering.
- (iv) Establishment of new programs in the School of Allied Medical Professions.

(i) The APC were unable to agree among themselves about proper procedure in dealing with this request, and it was turned back to the Provost with recommendation that a potential school home for the proposed new department be found before the APC could attempt to assemble an appropriate body to judge the soundness of the request.

(ii) The APC recommended an increase in the entering class size of 10 students p.a., provided that supporting funds became available under the Health Manpower Bill and provided no regular budgetary funds ("hard" money) would be required from the University as a result of this action, either in 1972-73 or in the foreseeable future.

(iii) A subcommittee has been established by the APC to consider this request. David Sharp, Chairman, APC; Burton Paul, APC; Ward Goodenough, APC; E. Phillip Howrey; Murray Gerstenhaber; John Steadman; and Solomon Pollack.

(iv) No definite action was requested of the APC other than to study proposals of the SAMP placed before the NIH for development of a new program. This proposal will be discussed in the APC and recommendations may be forthcoming if the proposal appears likely to gain external support.

Some Reactions to the State of Planning within the University:

From the series of interviews with academic deans, the APC obtained a first impression about the state of uncoordinated planning in the separate parts of the University. Each school has its own problems and interests; each goes its own way in development. At all times, administrative overseers should look for more efficiency and rationalization in University operation. This is, however, especially critical in an era of budgetary stringency.

It appears that much could be done to raise academic productivity within the University. Class size should be more carefully watched, with very small classes (under 5 persons) allowed only by special permission after justification of scholarly content. Duplication of effort should be reduced. Basic sciences are taught in the College, the Medical School, the School of Veterinary Medicine, and other places. Policy of nonduplicative effort should be more carefully examined. Deans and school specialists are reluctant to admit that pooling is possible, but they have not proved their case. Much the same situation exists in the Wharton School where economics subjects are taught by some applied business departments and the economics department. These duplications should be eliminated. Replacement and expansion of teaching faculty should be permitted only after departments have proved beyond doubt that

the same educational message could not be delivered through existing facilities and personnel.

The APC has been wary of departmental or school expansion on the basis of term funds ("soft" money). Through careful examination of budgets and scrutiny of major new programs, the APC will continue to watch for this tendency in order to recommend curbing it in instances where it may lead to future budgetary burdens.

In looking over the contemplated five-year budget plans of the separate schools, the APC finds that expressed intentions at this time generally call for modest expansion. Most schools are planning small increases in enrollments, and many of these are selective. Staff expansion is not planned on a large scale at this time. These seldom exceed 3-5 percent in students or staff each year. In some cases, staff may be held constant and in some areas, planned decreases in enrollment are contemplated.

For the most part, deans are putting total wage payments at a rate of increase of no more than five percent per annum. Research expenditures are frequently set on higher expansion paths—by as much as ten percent, but prudent planning seems to be the theme of the day.

There could have been much more disparity and conflict in school planning among the different parts of the University, but moderation brings most of the expansion plans into near enough agreement so that it seems unlikely that serious imbalances are tending to be developed.

The fact that deans were able to put together compatible and plausible five-year plans in rough budget form suggests that the Budget Committee go beyond short range budget planning. Each year, in cooperation with APC, the Budget Committee should draw up longer range budgets (3-5 years) so that planning would not have to be made under repeated short range pressures to meet immediate objectives.

During 1971-72, the APC have looked long and carefully at the various *academic* teaching branches of the University. Next year, it is planned to look more carefully into nonacademic or academic-related (non-teaching) branches (housing, dining, athletics, computing, library, etc.) that have obvious implications for overall academic planning.

For the coming year it is strongly recommended that the Administration take more seriously a commitment to support the work of the Academic Planning Committee. During 1971-72, there were two changes of secretarial support, with a complete break-down long before the year was completed. Secretarial support has been entirely provided by the Chairman and individual faculty members. Report typing, reproducing, and mailing, have all been handled individually from resources of Academic Planning Committee members.

Academic Planning Committee work is supposedly significant and demands more attention from the Administration as far as the provision of modest resources are concerned. For the summer, 1972, a stipend for one research assistant is needed to cover editing, coding, and tabulating of departmental returns to the questionnaire for University guidelines and priorities. For the entire year 1972-73, the Committee needs secretarial help—for taking minutes, distributing minutes, preparing reports, disseminating committee information, and other tasks. Funds and people have been vaguely promised, but they are seldom available as needed, and this hampers Committee activity.

Lawrence R. Klein, Chairman
Ward Goodenough
Robert Marshak
Burton Paul
David Sharp
Ralph Amado, Ex officio (Educational Policy Committee)

Earl Guthrow
William Keller
John Hobstetter
Harold Manley
Curtis Reitz

NEWS IN BRIEF Continued from Page 1

Mr. Robinson said Dr. Fred C. Ford moves from Director of Personnel to the new position of Director of Personnel Studies, and Dr. W. Austin Bishop, who has been Assistant Director, retires effective June 30.

1971-72: A 109-YEAR RECORD IN SPORTS

This year a national championship, two Eastern titles, five outright and one shared Ivy League titles compiled for Penn the finest overall won-lost record in its 109 years of intercollegiate competition. Seventeen varsity teams played 225 contests and put together a record of 162-60-3 for a winning percentage of .729, the first time in history Penn hit the .700 mark.

In the rugged Ivy League competition, Penn again had its best year in history with a record of 75-33-3 for a percentage of .685.

Penn's two unbeaten teams this past season were cross-country and track, both coached by Jim Tuppeny. The cross-country team won the Heptagonal title, was third in the NCAA and second in the IC4A meet. The track team won both the indoor and outdoor Hep and IC4A titles as well as the Queens-Iona championship.

The varsity heavyweight crew under Ted Nash won the IRA national title while Bob Seddon's soccer team, 13-2, added the Ivy title plus an NCAA playoff spot for the third straight year.

In his first year as head coach, Chuck Daly guided Penn to its third straight title in the Ivy and Big Five, the Kodak Classic crown, the third straight NCAA playoff berth and the honor of being named the ECAC team of the year.

The wrestlers under coach Larry Lauchle shared the Ivy title on the way to a 11-1-2 season. The hockey team, Penn's youngest varsity sport, finished with its second consecutive ECAC playoff appearance.

JOB OPENINGS

BULLETIN #475

ASSISTANT TO DIRECTOR OF ALUMNI ANNUAL GIVING IV. Responsible to the Director of Alumni Annual Giving for assistance in the annual campaign for unrestricted funds from alumni and parents.

Qualifications: Graduation from a recognized college or university preferably the U. of P. plus at least ten years experience in public relations, sales or fund-raising activities. **Salary Range:** \$11,700-\$14,700.

ASSISTANT TRAINING OFFICER (Temporary position to 3-30-73) to assist the Training Officer in the development, planning and administration of University training and orientation programs.

Qualifications: Degree plus a working knowledge of U. of P. administration systems and procedures. Ability to communicate with people and analyze data relating to management. **Salary Range:** Open, depending on qualifications.

BUSINESS ADMINISTRATOR II to be responsible for the business administrative and service functions of a medical area.

Qualifications: Degree in business administration including accounting plus some related administrative experience. Experience in administration of research grants and contract budgets desirable. **Salary Range:** \$7700-\$9700.

BUSINESS ADMINISTRATOR IV for Moore School of Engineering. Responsible under administrative direction but with considerable latitude for judgement for the business, administrative and service functions of a major science area of the University.

Qualifications: Degree in Business Administration with a strong background in accounting. At least ten years of relevant experience, including accounting and budget administration and proven ability to supervise and to relate effectively with administration. **Salary Range:** \$11,700-\$14,700

EDITOR, UNIVERSITY PRESS to be responsible for the critical review, editing and preparation for the printer of scholarly manuscripts.

Qualifications: Degree, with broad background in liberal arts plus at least three years experience in editing scholarly books or journal copy. **Salary Range:** \$8100-\$10,100

RESEARCH LABORATORY TECHNICIAN II (2) to assist in medical research programs.

Qualifications: Graduation from an approved school for medical technicians plus at least two years experience as a research technician; or two years of college including at least two semesters of college chemistry and college biology. **Salary Range:** \$5800-\$7300

RESEARCH LABORATORY TECHNICIAN III (3) to participate in varied research programs in medical areas of the University.

Qualifications: Graduation from an approved college or university with a biology or zoology major, including two years of college chemistry. **Salary Range:** \$6700-\$8200

RESEARCH LABORATORY TECHNICIAN IV (5) for medical research program.

Qualifications: Graduation from an approved college or university with a science major, including three years of college chemistry. Experience in biochemical research techniques desired. **Salary Range:** \$7300-\$9050

SAFETY INSPECTOR to inspect University buildings; identify and report safety hazards.

Qualifications: Graduation from high school. Knowledge of pertinent safety regulations and fire protection and safety equipment. Ability to read blue prints. Capacity to relate effectively with building administrators. **Salary Range:** \$7700-\$9700

SCHOOL RECORDS CLERK (2) for academic area on campus.

Qualifications: Interest in performing detailed record work; accurate typing; varied clerical duties. Some experience required. **Salary Range:** \$4200-\$5200

SCIENTIFIC GLASSWASHING ATTENDANT for medical department.

Qualifications: Graduation from high school. Previous experience preferred. Mechanical aptitude. **Salary Range:** \$4400-\$5400

SECRETARY I (2) for business and academic areas.

Qualifications: Accurate typing, proficiency in spelling, some shorthand required. **Salary Range:** \$4400-\$5400

SECRETARY II (16) for psychology, medical and academic areas.

Qualifications: Good, accurate typing, shorthand and/or dictaphone. Capability to perform varied duties pertinent to the area; some experience required. **Salary Range:** \$5500-\$6250

SECRETARY III (6) for medical research, architectural departments.

Qualifications: Interest in working with figures, excellent typing, shorthand and/or dictaphone. Ability to work with minimum of supervision in performing varied responsibilities. **Salary Range:** \$5500-\$6750

TYPIST CLERK II (2) for medical and business offices on campus.

Qualifications: Accurate typing with a working knowledge of clerical and office procedure. **Salary Range:** \$3800-\$4675

TYPIST RECEPTIONIST II for business office on campus.

Qualifications: Ability to use judgement and initiative in answering the telephone and meeting people; good typing skill. **Salary Range:** \$4200-\$5200

TYPIST RECEPTIONIST III in medical and student offices.

Qualifications: Should enjoy contact with people both in person and by phone; ability to handle a variety of detailed assignments. Accurate typing required. **Salary Range:** \$4400-\$5400

Those interested should contact the Personnel Department (Ext. 7285) for interview appointments. Inquiries by present employees concerning job openings are treated confidentially by the Personnel Office.

—W. Austin Bishop, Assistant Director of Personnel

ALMANAC: 515 Franklin Building, Ext. 5274

Editor Karen C. Gaines