

# Almanac

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## IN THIS ISSUE

- COMMISSION: *Draft on Reallocation*
- BUDGET ANALYSIS: *Responsibility Centers*
- OF RECORD: *Examination Schedule and Maternity Leave Policy*
- *The Summer of '73*
- A-3 ASSEMBLY: *Job Classification Study*
- JOB OPENINGS • *New Benefits in Tuition, Health*
- WEOUP: *Data on Women* • BULLETINS

### NOMINEE FOR SENATE: PAUL TAUBMAN

To: Members of the Faculty Senate

From: E. J. Lawson Soulsby, Secretary

November 28, 1972

1. In accordance with the requirements of the Senate Bylaws (Section 13 (c)), official notice is herewith given to the entire Senate Membership of the Senate Nominating Committee's nominee to fill the vacancy in the position of Chairman-Elect. The nominee is:

Paul J. Taubman, Professor of Economics

2. Pursuant to the Bylaws (Section 11(b) (iv)), you are herewith invited to submit "additional nominations, which shall be accomplished via petitions containing at least twenty-five valid names and the signed approval of the candidate. All such petitions must be received no later than fourteen days subsequent to the circulation of the nominees of the Nominating Committee. Nominations will automatically be closed fourteen days after circulation of the slate of the Nominating Committee. If no additional nominations are received, the slate nominated by the Nominating Committee would be declared elected."



School  
Budget  
Analyses  
... Pages 8 and 9

## BUDGETS AND REALLOCATIONS

New systems for school-by-school budget analysis, and the Development Commission's proposals for reallocation of University resources, were the joint subject matter of a press conference called by the President last Friday.

Budget analysis which treats the schools as "responsibility centers" begins on page 7.

The Commission's Work Team on Reallocation has submitted a draft report which dovetails with the new budget system. The full text begins on page 2.

At the press conference, Drs. Robert Dyson and Eliot Stellar urged the University community to submit comments and suggestions on the Commission's drafts on reallocation and other subjects. These are "very rough" at present, they said, and will be discussed throughout the University before a final report is submitted to the Trustees.

### Consultation in Progress

Dr. Dyson and Dr. Burton Rosner, who headed Reallocation Work Team, began the consultation process when they met with the Senate Advisory Committee Friday. Today the drafts will be discussed at the College Faculty meeting. They will be the subject of a special Council meeting tomorrow, carried over to the regular Council meeting December 13. On December 15, the Executive Board of Trustees will see the drafts, and the final report will be worked out between December 22 and January 8, for submission in final form to the Trustees' mid-winter meeting January 11 and 12. (Summaries will appear in next week's *Almanac*; full text is available in the Office of the Secretary.)

What may not emerge fully from the massive draft, Dr. Dyson said, is the fact that this University made a "right-angle turn in its history" starting with the Educational Survey of 1954. "From a local institution with an inbred faculty it has already become a national institution of scholars from the best institutions in the country," he said. "Its students and much of its faculty live here now. Its next phase will be to build on our strengths, and this requires all of us to understand what we have become. If there are discontents, curiously enough they may be a result of our getting better: we expect to do greater things because it has finally become possible to do them. Until two decades ago, we might not even have thought we could try."

## NEWS IN BRIEF

### NEW BENEFITS: Tuition, Health & Life Insurance

President Martin Meyerson has announced the adoption of two new benefits for University employees, detailed in two Personnel Office memoranda on page 15 of this issue.

One is the creation of a set of options for University payment of premiums in Blue Cross-Blue Shield coverage, or Major Medical coverage, or Group Life Insurance. The options will be available to some 4,375 A-1, A-2, A-3 and A-4 personnel.

The other is the extension of tuition remission to A-3 and A-4 staff members, under conditions outlined in the memo on page 15.

### COUNCIL NOMINATIONS: ASSISTANT PROFESSOR

The Steering Committee of Council is accepting nominations for an Assistant Professor to fill the Council seat of Dr. William G. Whitney, who is going on leave in the Spring. Names of fully-affiliated Assistant Professors should be submitted as soon as possible to the Steering Committee via Secretary of the Corporation, 112 College Hall.

### COURSE EVALUATION PROCEDURES

The Undergraduate Deans and the Vice Provost for Undergraduate Affairs have issued a joint memorandum asking all faculty to distribute and collect the SCUE Course Guide questionnaire during the week of December 4. Instructors will pick up envelopes for each of their courses, distribute and allow time to fill out the questionnaires in class. "This

(Continued on page 16)

*The University Development Commission's Work Team on Reallocation, headed by Dr. Burton Rosner, has submitted the following report for consideration by the University. With the rest of the Commission's work-team reports, it goes before the University Council on December 6 and will be discussed by other appropriate bodies before a final report is presented to the University Trustees in January, 1973.*

## Draft Report on Reallocation

Like all private universities, the University of Pennsylvania has found expenses rising annually about 2% more rapidly than income. This trend created deficits of approximately \$2,300,000 in fiscal 1970, \$1,200,000 in 1971, and \$1,900,000 in 1972. The University's operating reserve fund of \$1,600,000 was exhausted to reduce the 1970 deficit to \$700,000. We will have a balanced budget in 1973 due to fortunate but nonrecurrent circumstances. Thus, new deficits are possible in 1974 and beyond. The Commonwealth of Pennsylvania provides the University with a yearly appropriation. The appropriation has risen since 1966, but as a fraction of our budget it has declined. The Commonwealth probably will not increase its appropriation to meet deficits. Alumni annual giving to Pennsylvania also increased since 1966 but too slowly to cover deficits. Tuition increases large enough to meet deficits would price the University out of the market. Thus, we must meet our own problems by our own actions and exercise prompt fiscal control.

Fiscal control must have clearly stated purposes. The first purpose is survival. Deficits cannot accumulate indefinitely. The second purpose is to provide a strong base for new fund-

raising. Fiscal control must generate funds for adequate planning and careful initiation of new programs. Fiscal control which prevented new programs and strangled important but youthful ones would ultimately cause stagnation. Third, fiscal control must increase the quality of the University. Not every part of Pennsylvania is of equal quality. Fiscal control should go hand in hand with academic review to force qualitatively poorer parts of the University to improve or vanish, thus raising overall quality.

Two main approaches exist to fiscal control. One cuts the expenses of all units by a fixed percentage. The other sets targets for units which generate both expenses and income and places limits on expenditures by units which generate only expenses and no income. Either approach would accomplish the first two goals of fiscal control. The target procedure, however, permits clear judgments of cost-benefit relationships. The across-the-board approach tacitly assumes that everybody is of equal merit. We therefore have taken the target approach. In setting targets, all parts of the University, academic and nonacademic alike, are candidates for reduction of deficits or expenses.

**TABLE 1**  
University Finances  
(in thousands of dollars)

	1971	1972
<b>ACADEMIC PROGRAMS</b>		
1. Income	87901	93943
2. Direct Costs	83560	88062
Deans' Budgets	77133	81284
Personnel Benefits	6427	6778
3. Indirect Costs	10922	12140
Net Auxiliary Enterprises Cost	371	1433
Other Indirect Costs	10551	10707
4. General Overhead	9266	10050
5. Total Academic Subventions (2+3+4-1)	15847	16309
<b>OTHER SUBVENTIONS</b>		
DIA	1237	1292
Museum	30	322
Graduate Hospital	504	494
HUP	569	682
6. Total	2340	2790
7. TOTAL SUBVENTIONS	18187	19099
<b>Undistributed Income</b>		
Commonwealth of Pennsylvania (General)	8060	8753
Endowed Scholarships	2049	2652
Net Alumni Annual Giving	1430	1567
Temporary Investment Fund	1266	945
Unrestricted Endowment	516	608
Unclassified University Income	3728	2648
8. Total Undistributed Income	17049	17173
UNIVERSITY DEFICIT (7-8) (Calculated)	1138	1926
(Official)	1254	1931

**TABLE 2**  
Other Subventions  
(in thousands of dollars)

	1971	1972
<b>DIA</b>		
Income	798	831
Direct Costs	2035	2106
University Subvention	1237	1292
<b>Museum</b>		
Income	1088	1051
Direct Costs		1275
Subtotal		(224)
Indirect Costs		98
University Subvention	30	322
<b>HUP</b>		
Income	37314	37336
Direct Costs	37314	37336
Subtotal	0	0
Indirect Costs	569	682
University Subvention	569	682
<b>Graduate Hospital</b>		
Income	12535	13126
Direct Costs	12847	13376
Subtotal	(312)	(250)
Indirect Costs	192	244
University Subvention	504	494

### Analysis of Income and Expenses

Table 1 gives an overall picture of the expenses and income of the University for fiscal years 1971-1972. It divides the University into academic programs and other subvention centers. The latter include the Department of Intercollegiate Athletics (DIA), the University Museum, Graduate Hospital and the Hospital of the University of Pennsylvania (HUP). The academic programs generate income from tuition less student aid, and from gifts, endowments, grants and other sources. They also generate direct costs, which are total of the Deans' budgets and personnel benefits. If a program vanished overnight by some magic, its income and direct costs would immediately disappear. Each program also generates indirect costs attributable to it, such as expenses for libraries, operations and maintenance of buildings, research administration, and the like. Table 1 separates from total indirect costs the net costs of auxiliary enterprises. These enterprises include the residential halls and dining services. Deficits from auxiliary enterprises have been allocated among schools based on student use of these enterprises. Total indirect costs in Table 1 sum the net auxiliary enterprise costs and other indirect costs. No provision has been made for depreciation of physical plant; steps must be taken to include such a provision in attributable indirect costs. Besides allocatable indirect costs, programs also generate overhead costs from using central administration and general administrative offices. These general overhead costs are allocated to schools on a flat percentage basis. The difference between income of academic programs and the total of direct costs, indirect costs, and general overhead shows the amount of subvention which academic programs require from undistributed University income.

Table 2 shows subventions which other centers needed after applying income toward costs. The subvention for the Hospital of the University of Pennsylvania arises entirely from

indirect costs of the Hospital to the University. The subventions for Graduate Hospital, however, include in 1971 and 1972 substantial deficits in direct costs in addition to attributable overhead costs.

The total subventions are the sum of academic and non-academic subventions. These are met from undistributed University income, which Table 1 displays by sources of origin. The Commonwealth appropriation excludes aid specified for the Medical School, the Veterinary School, and the Museum. These income items are included for the two schools in Tables 3 and 4 and for the Museum in Table 2. The last line of the income section of Table 1 shows total undistributed income. The calculated University deficit is the difference between total subventions and total undistributed income. The official deficit confirmed by the auditor appears in the final line of the table. Differences between the last two lines reflect rounding errors in calculations providing Table 1.

Table 2 shows details on nonacademic centers. As noted previously, Graduate Hospital generated direct cost deficits in addition to its indirect cost to the University.

**Auxiliary enterprises.** Tables 1 and 2 immediately point out two areas for prompt action. One is hospitals; we will return to this problem below. The other is net auxiliary enterprise costs. The University should not profit from its students by providing them food and housing. By the same token, the University has recognized for years that it should not lose money on these ventures. We therefore recommend:

1. *Net auxiliary enterprise costs must be eliminated.* A plan already is available to achieve this for residence halls within four years. The other major source of auxiliary enterprise costs is the Dining Service. If its losses cannot be eliminated in three years, the University should liquidate the Dining Service and wherever possible find other positions for affected employees.

(Continued on page 4)

**TABLE 3**  
Program Costs 1971

	1	2	3 (1-2)	4 Total indirect cost plus over- head	5 (3+4)* Univ. sub- vention
Annenberg School	377	534	(157)	183	340
Annenberg Center	266	389	(123)	121	244
Graduate Arts & Sci.	2241	2642	(401)	597	998
College and CW	14758	15271	(513)	5312	5825
Law	2335	2218	117	799	682
Graduate Education	1199	1615	(416)	457	873
Social Work	939	1038	(99)	244	343
Fine Arts	1957	2322	(365)	703	1067
Wharton	9777	8379	1398	1965	572
Engineering, less Moore	3502	3689	(187)	780	967
Moore	2303	2269	34	522	488
Medical	33600	30106	3494	4793	1301
Dental & COHR	3883	3979	(96)	1076	1169
Veterinary & Monell	6353	5936	417	1139	722
Nursing	1412	1487	(75)	173	248
Allied Med. Prof.	504	515	(11)	140	151
CGS	945	336	609	409	(200)
Evening School	393	346	37	124	77
Summer School	1157	489	668	651	(18)
<b>Total</b>	<b>87901</b>	<b>83560</b>	<b>4331</b>	<b>20188</b>	<b>15849</b>

\* Numbers in parentheses are negative.

**TABLE 4**  
Program Costs 1972

	1	2	3 (1-2)	4 Total indirect cost plus over- head	5 (3+4)* Univ. sub- vention
Annenberg School	421	559	(138)	190	329
Annenberg Center	260	388	(128)	191	319
Graduate Arts & Sci.	2186	2229	(43)	601	644
College & CW	15779	16886	(1107)	5650	6757
Law	1957	1727	230	915	685
Graduate Education	1495	1812	(317)	485	802
Social Work	1017	1112	(95)	248	343
Fine Arts	2079	2207	(128)	764	892
Wharton	10050	8365	1685	2205	520
Engineering, less Moore	3641	3616	25	811	786
Moore	1831	2231	(400)	549	949
Medical	36875	32919	3956	5367	1411
Dental and COHR	4162	4495	(333)	1202	1535
Veterinary & Monell	7264	6314	950	1342	392
Nursing	1468	1537	(69)	180	249
Allied Med. Prof.	548	545	3	156	153
College of General Studies	1079	364	715	615	(100)
Evening School	342	226	116	147	31
Summer School	1489	530	959	572	(387)
<b>Total</b>	<b>93943</b>	<b>88062</b>	<b>5881</b>	<b>22190</b>	<b>16309</b>

\* Numbers in parentheses are negative.



### Analysis of Academic Programs by School

Tables 3 and 4 contain a more detailed analysis of academic activities. This analysis could be conducted in three different ways: by schools, by departments, or by programs. Everybody is familiar with schools and departments. Analysis by program would involve identifying major academic efforts, such as Ph.D. training, which usually bridge across departments and schools. This type of analysis leads to so-called program budgeting, techniques for which are still rudimentary. Identification of responsible authorities to exert fiscal control over programs is also very difficult. Therefore program budgeting cannot provide the current framework for examining our problem. We urge, however, that program budgeting be developed and tested as quickly as possible. Ultimately it may provide a more realistic fiscal analysis. At that point, new rules for control should be written.

We therefore return to schools or departments as the units for fiscal control. We prefer to use schools. Both deans and department chairmen could cut expenses. Deans are better able to raise income than are department chairmen. Fund-raising activities, however, must be closely coordinated by the central administration. Analysis at the school level also reduces the number of individual units involved and permits greater flexibility by aggregation. Thus, Tables 3 and 4 involve analysis by individual schools. Table 3 is for fiscal 1971 and shows for each school its income, direct expenses, the difference between income and direct expenses, total indirect costs and general overhead, and University subvention. Table 4 is for fiscal 1972. The most crucial column in Tables 3 and 4 is the third one. Table 5 extracts from Tables 3 and 4 those instances of schools whose direct costs exceeded income. The total of these differences appears at the bottom of the table for each fiscal year.

Table 5 shows that requiring each school at least to match income and direct costs would significantly improve the fiscal position of the University. Meeting this goal is the minimum which should be required of any school, unless an explicit decision is made to the contrary. Up to now, such decisions have been implicit and have undermined fiscal responsibility. We therefore recommend:

2. *Any school whose income in fiscal 1973 is less than direct costs should receive three years in which to equalize them. One-third of the difference for 1972 should be eliminated each year. A school can meet the requirement by a combination of raising income or reducing expenses. In any case, the school also must maintain or improve its quality. A school which fails to meet its target within three years would then undergo a double review. First the Council of Deans could vote to subsidize the school involved. Deans of other schools would have to plan how to distribute the deficit of the affected school among themselves as part of their own direct costs. If the Council of Deans voted not to subsidize the affected school, the Board of Trustees must then appoint an *ad hoc* committee from its own membership, along with any outside advisors whom they want. This committee with the advice of the President and Provost would determine whether to maintain the affected school. If the Trustees decide to keep the school, they must specify how to finance the deficits of the school. If both the Council of Deans and the Trustees refuse to support the school in question, then the school must be phased out.*

Schools whose income now exceeds their direct costs still receive subvention from the University to cover allocatable indirect costs and general overhead. This is a perfectly natural situation. A school whose income exceeds direct costs ought

**TABLE 5**  
Income Control

	1971	1972
Annenberg School	157	138
Annenberg Center	123	128
Graduate Arts & Sciences	401	43
College & CW	513	1107
Law		
Graduate Education	416	317
Social Work	99	95
Fine Arts	365	128
Wharton		
Engineering, less Moore School	187	
Moore		400
Medical		
Dental & COHR	96	333
Veterinary & Monell		
Nursing	75	69
Allied Medical Professions	11	
College of General Studies		
Evening School		
Summer School		
<b>Total</b>	<b>2443</b>	<b>2758</b>

to maintain at least its present margin of excess. We therefore recommend:

3. *A school whose income now exceeds direct costs should meet financial targets in keeping with past performance; the Budget Committee should recommend the targets for each coming fiscal year. If a school falls below its target or if any school after 1976 generates direct costs in excess of income, immediate plans must be formulated by the Dean of that school to rectify the situation within two years. We assume that schools will be responsible and wherever possible will try to increase income and hold down expenses. Such responsibility is vital to a great university.*

*Hospitals and clinics.* We come now to hospitals owned by the University. Certain schools need clinical facilities in order to conduct their teaching programs. Responsibility for direct cost deficits generated by these facilities should rest upon the schools concerned. Without the presence of the appropriate schools at Pennsylvania, the University would not own the clinical facilities in the first place. The University should continue to provide subvention for indirect costs. We recommend:

4. *A direct cost deficit in any clinical facility must be met by the school for which that facility exists. The school involved must increase its income or reduce its expenses so as to meet the deficit due to the clinical facility. Alternatively, the school can reduce the size of the clinical facility, change its fiscal policies, or take other appropriate steps. Hospitals should be required to spend their reserve funds before imposing any deficit on the School of Medicine. Many excellent medical schools do not own any hospitals at all. Pennsylvania is unique in owning two. If hospitals become increasingly burdensome to the School of Medicine, facilities should be eliminated. Responsibility for fiscal viability of the hospitals begins with the Dean of the School of Medicine who also is Director of the hospitals.*



## Fiscal Options and Opportunities

The major thrust of our recommendations so far places responsibility for fiscal control on schools. Responsibility without authority is peonage. Schools therefore must have effective input on such questions as tuition levels, admissions, and financial aid. Schools should not exclusively control these matters. Exclusive control would endanger common standards of excellence throughout the University. We therefore make the following recommendations:

5. *Schools may charge their own tuition rates subject to approval by the Provost and the President with the advice of the Budget Committee.* The Wharton School M.B.A. already charges more tuition than other parts of the University.

6. *The University Council should devise mechanisms for effective input on levels of admissions and financial aid from Deans of schools with undergraduate programs.* Schools whose programs are entirely graduate or postbaccalaureate professional have controlled these factors, although University-wide guidelines are needed. The dean of an undergraduate school should recommend admission levels for the school and funds available from school income for financial aid. Agreement on these items must be reached between the dean and the central administration before admissions are made for the next academic year.

Certain undergraduate admissions policies covering students from the Commonwealth of Pennsylvania, Benjamin Franklin Scholars, athletes, and members of special socio-economic groups are mandated by the University. Undergraduate schools have a responsibility to meet these mandates but the University has a responsibility to help. Financial aid for these groups is on the average more expensive than financial aid for all other students. This imposes an external fiscal burden on undergraduate schools. We therefore recommend:

7. *The University should provide direct subvention to each school for the difference between the average level of scholarship aid given to undergraduate students who are not in mandated categories and the financial aid required by students admitted as Commonwealth applicants, Benjamin Franklin Scholars, athletes, or members of special socio-economic groups.* To take a hypothetical case, suppose that average aid includes \$1,000 in scholarship funds and that a student admitted in a mandated category gets \$1,500 on the average in scholarship aid. The school which admits the student should receive \$500 in subvention from undistributed University income, before that income goes to any other purpose.

*Indirect costs and overhead.* We have so far discussed control of direct costs. Control of indirect allocatable costs and of general overhead is equally pressing. The total of these two items (excluding net costs of auxiliary enterprises) should reflect the level of activity of the rest of the University. Cuts have already been made in some of these areas. We should

continue to scrutinize all administrative costs. Although comparable data are difficult to obtain, the University of Pennsylvania probably uses a smaller fraction of its budget for indirect allocatable costs and general overhead than do similar institutions. We therefore recommend:

8. *The total of indirect allocatable costs and general overhead, eliminating costs of auxiliary enterprises, should be held at a constant percentage of total direct costs for academic programs.* Past experience suggests that this percentage should lie near 27 per cent of total direct costs. The Budget Committee should immediately conduct studies to recommend the lowest appropriate figure. No reductions should be made in funds allocated to the libraries. No reductions should occur in the quality of operations and maintenance, although the central administration should try to provide more efficient services in this area, perhaps through external contract.

*Academic Development Fund.* Table 6 shows results which would have occurred in fiscal 1971 and 1972, if the policies had been effective during those years. The table shows the University deficit for each year, net auxiliary enterprise costs, deficits in direct costs of schools, and the Graduate Hospital deficit in direct costs. The table then totals the last three deficits, which by our policies should vanish. The final line subtracts the actual University deficit for each year from the funds which would have been saved. The result is the amount of money which would have been available to the University for other uses. In both years, this amount is fairly sizable. If the policies recommended above succeed and if expenses grow no more rapidly than income, the University should begin to realize real savings which will provide a base for further University development. Table 6 suggests that these funds will amount to something like \$2,500,000 per year, by 1976. This is probably optimistic. The figures in Tables 3 and 4, especially for the College, would change if Recommendation 7 is followed. Furthermore, income and costs may be computed in the future in different ways than now. Changes in accountancy will change the results required of schools by our policies. In any case, we recommend:

9. *Real savings to the University after payment of all expenses should be placed in an Academic Development Fund to be administered by an Academic Development Board appointed by the President with the advice of the Faculty Senate and the University Council.* The Board would recommend to the President the distribution of these funds. One-third of the funds should be returned to individual schools for discretionary planning budgets and venture capital. Each school should receive a minimum of \$10,000. Amounts above this should be in proportion to income of each school above \$1,000,000. A school should receive no more than \$100,000. Each dean will report annually to the Board on the use of these funds. The Board could refuse further discretionary funds to a particular school which had not used the funds wisely. The other two-thirds of the Fund will be distributed by the Board to schools, centers, programs, offices, or groups of students and faculty which apply for money to plan, initiate, or test new programs. Proposals to the Board would concentrate on but not be limited to teaching programs. Under no circumstances should the Academic Development Fund underwrite any commitment which would last beyond five years. Applications would be accepted for commitments ranging up to five years. Thus, the Academic Development Fund could not pay for new permanent faculty. Those who use the Academic Development Fund would have to report yearly on their activities to the Academic Development Board. In keeping with the main thrust of our report, we particularly emphasize that projects in areas of the liberal arts and sciences deserve special priority from the Academic Development Board.

(Continued on page 6)

**TABLE 6**  
Policy Effects

	1971	1972
1. University Deficit	1254	1926
Net Auxiliary Enterprises Cost	371	1433
Academic Programs Direct Cost Deficit	2443	2758
DIA Transfer	15	15
Graduate Hospital Direct Cost Deficit	312	250
2. Funds Presumably Saved	3141	4456
3. Net Funds Available (2-1)	1887	2530

The policies which we have recommended may not succeed in generating at least \$1.5 million per year which we feel is a necessary minimum for the Academic Development Fund. The future growth and planning of the University are so critical that we recommend:

10. *If the goal of at least \$1.5 million per year for the Academic Development Fund is not reached within three years, schools should be required to meet more than 100% of their direct costs in order to make up the difference.*

One of our pressing needs is an increase in the amount of student aid. There is no specific provision for this up to now. We therefore recommend:

11. *The Academic Development Board should be permitted to allocate perhaps 10% of the Academic Development Fund for student aid.* Schools should be encouraged to use such funds to obtain matching amounts from alumni.

Table 1 shows that the Department of Intercollegiate Athletics received a subvention of approximately \$1,300,000. Numerous studies have been made of intercollegiate athletics at Pennsylvania and in the Ivy League. The Commission has had neither the time, resources, nor inclination to repeat such studies. We recommend that the President initiate prompt action to carry out the recommendations of previous studies. We fear the deleterious effects of hasty, ill-considered cost-cutting in this area on alumni giving. A recent survey of alumni showed that ninety per cent felt that athletics should not be de-emphasized from their present status. In the meantime, we recommend:

12. *The current level of subvention for the Department of Intercollegiate Athletics should be maintained.* However, 2.5% of the salary budget of the Department should be transferred from DIA to the Academic Development Fund. This percentage is in keeping with funds generated by academic programs.

### Special Problems

*Transfer Students.* Proposals have been made that the University recruit undergraduate transfer students exclusively. From the standpoint of the University finances, this would be unwise. No evidence suggests that a sufficiently large pool of potential transfer applicants exists to fill our undergraduate schools. The most likely outcome of such a policy would be decreased income from undergraduate tuition. At the same time, we encourage the trend toward taking more transfer students and fewer freshmen. We recommend:

13. *Financial aid should be made available to transfer students on as rapidly increasing a basis as possible, to reach levels now available to other students.*

*Growth and age of faculty.* Between 1950 and 1970, the University added a large number of relatively young people to its tenured faculty. This was an acceptable policy when enrollments were expanding. We are entering a phase in history where enrollments will be constant or perhaps even decline. We must consider the effects of our past policies on our future position. At present about 65% of our faculty have tenure and a large proportion of the tenured faculty is less than 50 years of age. If current retirement and promotion policies were to continue, we would rapidly find that hiring a new assistant professor was a rare event. The sheer cost of keeping a large tenured faculty will continue to grow. As enrollment stabilizes, the need for added faculty members will vanish; each new appointment or promotion to tenure will fill one of a declining number of available positions. Pennsylvania is not unique in having this problem. It will affect every institution of higher education. Solutions to these problems require increased rate of retirement of tenured faculty and slowing the rate at which younger faculty achieve tenure. We recommend:

*Voluntary early retirement.*

14. *Immediate steps must be taken to render early retirement an acceptable financial possibility.* The President should appoint a committee or work with existing committees and obtain a report on this matter within three months. We have been unable to investigate the alternative means for encouraging early retirement and we make no specific recommendations. Any plan, of course, must not impose an involuntary economic disadvantage on the faculty.

*Retirement age.* The general trend in our society is toward retirement at increasingly early age. This healthy trend would benefit the University and the faculty. It also would alleviate pressure toward a relatively unchanging faculty. We therefore recommend:

15. *The Board of Trustees should immediately lower the normal retirement age to 65 for all faculty members who achieve tenure after June 30, 1974.* The Board should investigate a further lowering of the mandatory retirement below 65.

16. *A tenure position vacated by resignation or retirement normally should be turned into a position for hiring a non-tenured faculty member.*

*Achievement of tenure.* Since appointment or promotion to tenure will become an increasingly crucial step, we must make certain that high standards are maintained. We wish to recommend an additional mechanism to provide such insurance:

17. *Within three days after receiving a recommendation for appointment to or promotion to tenure, the Provost will appoint an ad hoc consultant on the recommendation.* The consultant will come from a department other than the one forwarding the recommendation and preferably from a different school. The consultant will interview members of the department originating the recommendation and will also interview personally or by telephone scholars outside the University who know the candidate's qualifications. The consultant will report to the Provost within three weeks after accepting the assignment. The Provost should then reach a prompt decision on granting or denying the requested promotion or appointment.

The University also should have greater flexibility than statutes now permit regarding the number of years of service in non-tenured positions before a decision about tenure must be made. We therefore recommend:

18. *Fully-affiliated faculty members should be permitted to serve without tenure for a total of nine years.* The first six years should consist of the current pair of three-year appointments as Assistant Professor. By the end of the fifth year of service, the University must decide whether to promote the faculty member to tenure, whether to notify him of termination of appointment effective at the end of the following academic year, or whether to appoint the faculty member to a three year term as Associate Professor without tenure. If the last option is exercised, a decision about tenure must be made before the end of the second year of the three-year term as Associate Professor. As long as faculty are fully informed, these recommendations satisfy AAUP guidelines.

### General Conclusion

The University of Pennsylvania grew in size, buildings, and quality during the last two decades. Liberal arts and sciences especially improved. Over the next two decades, Pennsylvania will not grow in size or buildings. Its general fiscal position, however, makes us optimistic about achieving further increases in quality. Responsible and prudent control will be necessary, but the economic situation of the University holds the promise of future advances. We may not retain all programs which we now have, but we should not expect loss of quality. We should anticipate successes in meeting the challenge to improve further.



## OF RECORD



## EXAMINATION SCHEDULE

*Following is the text of a Provost's memorandum issued Friday, December 1, to Academic Vice Presidents, Undergraduate Deans and Department Chairmen.*

I would like to call your attention to a standing policy which was adopted several years ago and which is still in effect:

Members of the faculty of the undergraduate schools have no discretion in the matter of changing or altering the announced schedule for final examinations. In particular, they are not authorized to schedule any final examination to be held in advance of the regular examination period. In cases of emergency the vice president, dean or director may authorize such changes in schedule of examinations that will not interfere with the regular attendance in courses in session. In all such cases the Registrar should be informed.

It should be particularly noted that examinations are not to be held during the last week of the semester, December 7-14, unless special permission has been given by the academic vice president or deans of the schools or the Provost and Vice President, and arranged with the Registrar.

It would be appreciated if you would inform each member of your faculty of this regulation so that individual students will not be subject to undue hardship.

—Curtis R. Reitz

*From the Vice-Provost for Undergraduate Studies*

## The Summer of '73

The Office of the Vice-Provost for Undergraduate Studies and the College of General Studies are initiating plans for an expanded, experimental summer session in 1973. It is hoped that University of Pennsylvania students, undergraduates from other colleges and universities, and continuing education students from the Philadelphia community will discover opportunities that have previously not been available to them. If these programs prove successful the University will then seek not only to expand its summer offerings, but also to incorporate some of its summer programs into the fall and spring curricula.

Several different proposals are currently under consideration. All of these, of course, are subject to the approval of the various curriculum committees.

Among these proposals are:

1. Visiting Scholars—A special effort will be made to attract distinguished scholars from other universities to teach at Penn in the summer of 1973. It might be particularly desirable to attempt to recruit from foreign universities.

2. Residential courses—intensive living-learning experiences, where students and faculty live and study together for the duration of the six week summer session. This format might be particularly well-suited to the study of foreign languages.

3. Summer tutorials—an intensive reading and independent study experience. The students, who would be expected to devote all of their time during the six week term to their program of study, would receive two credits for their efforts; the instructor, who would be responsible for the selection of the topic and the close supervision of the group of students under his direction, would receive compensation amounting to the equivalent of that normally received for teaching one summer course. Each tutorial would consist of approximately five students.

4. Thematic Studies—several groups of interrelated courses in the fields of Urban Studies, Fine Arts, Early American History, Chinese Studies, and Health and Society are under consideration for the summer terms.

These of course are only a few of the areas that might prove interesting and valuable for summer study; hopefully, other groups of courses will be added in the coming months.

The aforementioned proposals are not intended to replace Pennsylvania's regular summer school offerings; rather, they are designed to attract students who would not ordinarily attend the University's summer session. The success of the program largely depends, however, on the support of the University of Pennsylvania's faculty.

The Office of the Vice-Provost for Undergraduate Studies would welcome further suggestions for enhancing the summer program. In particular, we would like to hear from anyone interested in teaching in any program mentioned above, or in others of their own design.

—Humphrey Tonkin

## BUDGET ANALYSIS

### The Schools as Responsibility Centers

The tables on the following two pages set forth a set of budget analyses in which the University is treated as comprising 20 *Responsibility Centers*. Each school is one such Center, but in this analysis there are as well several centers that are not schools.

All expenditures of the University are treated as resulting from the operation of the 20 centers. The income of the University appears as comprising two different kinds: direct income of the Centers themselves and general income of the University.

Direct income includes tuition which schools earn through their teaching activities, and other funds which the Centers have or earn for their activities and services from public and private sources.

In aggregate, the direct income for the whole University in 1972-73 is expected to be about \$169 million as detailed on the composite budget table on page 10.

*General income* includes all gifts and investment returns which the University itself receives to apply to operation with—  
(Continued on Page 10)

TABLE I  
PROJECTED PROGRAM COSTS  
1972-73 (in \$1000)

	Income	Expenditures	Sub-Total	Indirect Costs	Univ. Sub-vention
Grad. Arts & Sciences	2,470	2,417	53	688	635
Annenberg School & Center	821	1,062	(241)	(470)	711
College & CW	18,025	17,349	676	6,672	5,996
Wharton	11,415	9,341	2,074	2,676	602
Fine Arts	2,555	2,244	311	939	628
Engineering	3,938	3,867	71	999	928
Moore	2,018	2,534	(516)	663	1,179
Education	1,690	1,927	(237)	561	798
Nursing	1,579	1,591	(12)	211	223
Law	2,294	1,790	504	1,066	562
Medicine	37,923	34,673	3,250	6,505	3,255
Veterinary (Monell)	6,301	7,040	(739)	1,649	2,388
Dental	4,719	4,505	214	1,431	1,217
Social Work	1,202	1,171	31	286	255
S.A.M.P.	654	542	112	196	84
Museum	977	1,536	(559)	—	559
Aux. Educ. Programs	3,293	1,211	2,082	1,623	(459)
D.I.A.	775	1,491	(716)	342	1,058
H.U.P.	38,960	38,960	—	1,177	1,177
Grad. Hospital	13,970	13,970	—	438	438
	<u>155,579</u>	<u>149,221</u>	<u>6,358</u>	<u>28,592</u>	<u>22,234</u>



# BUDGET ANALYSIS FOR

(IN \$)

GRADUATE ARTS and SCIENCES				ANNENBERG (including Center)			COLLEGE and C. W.		
	Income	Expense	Net	Income	Expense	Net	Income	Expense	Net
Direct Income									
Tuition Earned	1,184			199			13,969		
Student Aid		490	694		100	99		5,621	8,348
Scholarships/Fellowships	89		89	3		3	440		440
School Endowment	277		277	0		0	763		763
Gifts and Grants	1,257		1,257	685		685	8,215		8,215
Other Income	153		153	34		34	259		259
<b>Total Net Income</b>			<b>2,470</b>			<b>821</b>			<b>18,025</b>
Direct Expense									
Academic Salaries		1,070	1,070		328	328		9,216	9,216
School Administrative Salaries		149	149		172	172		699	699
Staff Salaries		266	266		244	244		2,152	2,152
Personnel Benefits		188	188		76	76		1,568	1,568
Other Expense		744	744		242	242		3,714	3,714
<b>Total Direct Expense</b>		<b>2,417</b>	<b>2,417</b>		<b>1,062</b>	<b>1,062</b>		<b>17,349</b>	<b>17,349</b>
Indirect Assignable Functions									
Libraries	2	293	291		31	31	10	2,011	2,001
Student Services	63	109	46	8	14	6	900	1,554	654
Research/Purchasing		13	13		3	3		49	49
Operations and Maintenance		46	46		295	295		1,473	1,473
Auxiliary Enterprises	148	167	19	32	36	4	1,789	2,020	231
Sub-Total	213	628	415	40	379	339	2,699	7,107	4,408
Overhead									
General Administration		81	81		38	38		665	665
General Expense (Interest, Insurance Etc.)		192	192		93	93		1,599	1,599
Sub-Total		273	273		131	131		2,264	2,264
<b>Total Net Cost</b>			<b>3,105</b>			<b>1,532</b>			<b>24,021</b>
University Subvention									
Gross Income	3,173			961			26,345		
Gross Expense		3,808			1,672			32,341	
<b>Subvention</b>			<b>635</b>			<b>711</b>			<b>5,996</b>
Space Subvention			87			207			1,696

EDUCATION				NURSING			LAW		
	Income	Expense	Net	Income	Expense	Net	Income	Expense	Net
Direct Income									
Tuition Earned	1,076			556			1,855		
Student Aid		408	668		54	502		452	1,403
Scholarships/Fellowships	137		137	117		117	67		67
School Endowment	45		45	6		6	63		63
Gifts and Grants	672		672	944		944	573		573
Other Income	168		168	10		10	188		188
<b>Total Net Income</b>			<b>1,690</b>			<b>1,579</b>			<b>2,294</b>
Direct Expense									
Academic Salaries		981	981		571	571		826	826
School Administrative Salaries		69	69		4	4		308	308
Staff Salaries		197	197		60	60		273	273
Personnel Benefits		164	164		89	89		166	166
Other Expense		516	516		867	867		217	217
<b>Total Direct Expense</b>		<b>1,927</b>	<b>1,927</b>		<b>1,591</b>	<b>1,591</b>		<b>1,790</b>	<b>1,790</b>
Indirect Assignable Functions									
Libraries	1	167	166		11	11	2	425	423
Student Services	54	93	39	40	69	29	63	109	46
Research/Purchasing		7	7		4	4		3	3
Operations and Maintenance		101	101		36	36		301	301
Auxiliary Enterprises	135	152	17	87	98	11	204	230	26
Sub-Total	190	520	330	127	218	91	269	1,068	799
Overhead									
General Administration		67	67		34	34		76	76
General Expense (Interest, Insurance Etc.)		164	164		86	86		191	191
Sub-Total		231	231		120	120		267	267
<b>Total Net Cost</b>			<b>2,488</b>			<b>1,802</b>			<b>2,856</b>
University Subvention									
Gross Income	2,288			1,760			3,015		
Gross Expense		3,086			1,983			3,577	
<b>Subvention</b>			<b>798</b>			<b>223</b>			<b>562</b>
Space Subvention			140			51			169

SOCIAL WORK				S.A.M.P.			MUSEUM†		
	Income	Expense	Net	Income	Expense	Net	Income	Expense	Net
Direct Income									
Tuition Earned	673			590					
Student Aid		120	553		144	446			
Scholarships/Fellowships	3		3						
School Endowment	24		24	10		10			249
Gifts and Grants	597		597	171		171			386
Other Income	25		25	27		27			342
<b>Total Net Income</b>			<b>1,202</b>			<b>654</b>			<b>977</b>
Direct Expense									
Academic Salaries		525	525		209	209			31
School Administrative Salaries		57	57		73	73			125
Staff Salaries		83	83		61	61			450
Personnel Benefits		89	89		41	41			44
Other Expense		417	417		158	158			765
<b>Total Direct Expense</b>		<b>1,171</b>	<b>1,171</b>		<b>542</b>	<b>542</b>			<b>1,415</b>
Indirect Assignable Functions									
Libraries		72	72		13	13			
Student Services	23	40	17	40	69	29			
Research/Purchasing		4	4		3	3			
Operations and Maintenance		61	61		76	76			
Auxiliary Enterprises	69	78	9	79	89	10			
Sub-Total	92	255	163	119	250	131			
Overhead									
General Administration		36	36		19	19			33
General Expense (Interest, Insurance Etc.)		87	87		46	46			88
Sub-Total		123	123		65	65			121
<b>Total Net Cost</b>			<b>1,457</b>			<b>738</b>			<b>1,536</b>
University Subvention									
Gross Income	1,414			917					
Gross Expense		1,669			1,001				
<b>Subvention</b>			<b>255</b>			<b>84</b>			<b>559††</b>
Space Subvention			108			79			309

\* Offset in part by State Appropriation of 2,684

\*\* Offset in part by State Appropriation of 1,764

\*\*\* Spread of this budget to appropriate

# FISCAL YEAR 1972-73

1,000)

WHARTON			FINE ARTS			ENGINEERING			MOORE		
Income	Expense	Net	Income	Expense	Net	Income	Expense	Net	Income	Expense	Net
8,712	2,864	5,848	1,818	637	1,181	658	271	387	872	332	540
1,280		1,280	275		275	93		93	110		110
438		438	100		100	307		307	186		186
2,938		2,938	596		596	3,109		3,109	989		989
911		911	403		403	42		42	193		193
		11,415			2,555			3,938			2,018
	5,279	5,279		1,271	1,271		1,643	1,643		1,223	1,223
	444	444		122	122		245	245		103	103
	1,009	1,009		273	273		467	467		313	313
	887	887		217	217		295	295		210	210
	1,722	1,722		361	361		1,217	1,217		685	685
	9,341	9,341		2,244	2,244		3,867	3,867		2,534	2,534
3	389	386	1	127	126	1	139	138		32	32
529	913	384	87	150	63	47	81	34	47	81	34
	22	22		9	9		21	21		18	18
	490	490		400	400		342	342		264	264
1,136	1,282	146	194	219	25	93	105	12	115	130	15
1,668	3,096	1,428	282	905	623	141	688	547	162	525	363
	363	363		90	90		127	127		89	89
	885	885		226	226		325	325		211	211
	1,248	1,248		316	316		452	452		300	300
		11,415			3,183			4,866			3,197
15,947			3,474			4,350			2,512		
	16,549			4,102			5,278			3,691	
		602			628			928			1,179
		976			264			214			149
MEDICINE			VETERINARY MED.			MONELL CHEMICAL***			DENTAL		
Income	Expense	Net	Income	Expense	Net	Income	Expense	Net	Income	Expense	Net
2,284	694	1,590	838	198	640				2,030	480	1,550
702		702	77		77				140		140
2,470		2,470	94		94				111		111
24,607		24,607	4,100		4,100			218	2,296		2,296
8,554		8,554	1,172		1,172				622		622
		37,923			6,083			218			4,719
	13,762	13,762		2,281	2,281			92		1,943	1,943
	1,574	1,574		191	191			13		129	129
	6,823	6,823		1,781	1,781			96		790	790
	2,628	2,628		473	473			22		351	351
	9,886	9,886		1,969	1,969			122		1,292	1,292
	34,673	34,673		6,695	6,695			345		4,505	4,505
2	313	311		57	57					81	81
78	135	57	40	69	29				78	135	57
	174	174		47	47			4		23	23
	1,559	1,559		643	643					702	702
226	255	29	101	114	13				218	246	28
306	2,436	2,130	141	930	789			4	296	1,187	891
	1,198	1,198		230	230			11		154	154
	3,177	3,177		586	586			29		386	386
	4,375	4,375		816	816			40		540	540
		41,178			8,300			389			5,936
38,923			6,422						5,495		
	42,178			8,639				171		6,712	
		3,255*			2,217**						1,217
		658			431						299
AUXILIARY EDUCATIONAL PROGRAMS			D.I.A.			H.U.P.			GRAD. HOSPITAL		
Income	Expense	Net	Income	Expense	Net	Income	Expense	Net	Income	Expense	Net
3,422	349	3,073						35			
200		200						1,073			148
1		1						170			97
19		19			775			37,682			13,725
		3,293			775			38,960			13,970
	933	933									
	50	50									
	61	61			748						
	146	146			63						
	21	21			680						
	1,211	1,211			1,491			38,960			13,970
2	591	589									
361	623	262									
	4	4									
	476	476			280						
711	803	92			280						
1,074	2,497	1,423									
	57	57			15			1,177			438
	143	143			47			1,177			438
	200	200			62			1,177			438
		2,834			1,833						
4,716					1,058						
	4,257							1,177			438
		(459)			284			214			127

State schools is being made.

† Indirect costs are included in current expense tables

†† Offset in part by State Appropriation of 100

## RESPONSIBILITY CENTERS continued from page 7

out restrictions. The general income is divided among the centers as a University subvention of their activities. These subventions are not to be construed as deficits that should be totally eliminated. The University will and must always have general income from which to make subventions in accordance with its academic and other priorities. The expected general income in 1972-73 includes the following:

State Appropriation	(in \$1000)
General	9,278
Medicine	2,684
Veterinary	1,764
Museum	100
	<hr/>
	13,826
Endowed Scholarships	2,507
Unrestricted Endow.	768
TIF Income	945
Unrestricted Alumni Giving	1,550
Gen. Univ. Income	2,649
	<hr/>
	22,245

Following is Dr. John N. Hobstetter's explanation of how each line was determined in the composite analysis and in the 21 tables on the previous page. (Note: Monell Center is shown as a separate responsibility center on page 9, but is being spread to reduce the total number of centers to 20.)

### Income

**Net Tuition Earned:** This item is the net "cash" tuition earned by the faculty of the School through its teaching, regardless of what students are taught. Each student, in effect, pays to the School the tuition per course unit appropriate to the program in which he or she is registered *minus* the cost of any student aid grant he or she has received.

TABLE II BUDGET ANALYSIS FOR FISCAL YEAR 1972-73 (in \$1000)			
Direct Income	Income	Expense	Net
Tuition Earned	40,774		
Student Aid		13,252	27,522
Scholarships/Fellowships	3,768		3,768
School Endowment	6,364		6,364
Gifts and Grants	52,621		52,621
Other Income	65,304		65,304
<b>Total Net Income</b>			<b>155,579</b>
Direct Expense			
Academic Salaries		42,184	42,184
School Administrative Salaries		4,527	4,527
Staff Salaries		16,147	16,147
Personnel Benefits		7,717	7,717
Other Expense		78,926	78,926
<b>Total Direct Expense</b>		<b>149,501</b>	<b>149,501</b>
Indirect Assignable Functions			
Libraries	24	4,751	4,727
Student Services	2,637	4,423	1,786
Research/Purchasing		411	411
Operations and Maintenance		7,142	7,142
Auxiliary Enterprises	5,343	6,030	687
<b>Sub-Total</b>	<b>8,004</b>	<b>22,757</b>	<b>14,753</b>
Overhead			
General Administration		5,045	5,045
General Expense (Interest, Insurance, Etc.)		8,514	8,514
<b>Total</b>		<b>13,559</b>	<b>13,559</b>
<b>Total Net Cost</b>			<b>177,813</b>
University Subvention			
Gross Income	176,835		
Gross Expense		199,069	
<b>Subvention</b>			<b>22,234</b>
Space Subvention			6,859

**Scholarships** include all income from School endowments earmarked for student aid, and all gifts received which are raised by the School are labelled as for scholarships or fellowships. Each School is credited with *all* such income that it raises and is thus able to compensate in whole or in part for student aid costs assessed under Net Tuition Earned. Support of students through research contracts or grants is not included here but is found below under Gifts and Grants.

**School Endowment** represents all income from endowment restricted to the programs at the School other than for student aid.

**Gifts and Grants** are the income received for operation of the programs of the School. All indirect costs recoveries ("Overhead") obtained from contracts and grants are included here as income for the School.

**Other Income** includes special fees, sales and services, and miscellaneous income that a school may receive.

### Expenditures

**Direct School Costs** are those expenses included in the "Gray Book" budgets of the School with the addition of the personnel benefits that form part of the compensation of all personnel of the School. Department library costs are not included here, but are a component of the Library costs assessed below.

**Indirect Assignable Costs** are those expenditures the University must make to provide services clearly identifiable as part of the School's operations. We have discarded the "accountancy" technique of allocating these costs to the School on the basis of salaried or total direct costs in favor of the following methods which seem more rational:

Costs of operating the *purchasing* service are allocated to the School on the basis of the fraction of all purchasing transactions that are generated by the School itself.

Costs of *Research Administration* are allocated on the basis of the fraction of all proposals, contracts and grants processed by that office that are generated within the School.

**Student Services** are a net cost after application of the General Fee income. The General Fee is assessed against students to help carry the cost of these services. Included are the net costs of student health, student counselling, student activities, recreation, admissions, registrar, director of residence, etc. A share of the net cost of these services is allocated to the School on the basis of the number of students taught by the School who benefit from each class of service.

**Library** costs are allocated to the schools on a usage basis. All department library costs are included as the first component of this item. Acquisitions in the central library made for the School are included. All other costs of acquisition and of providing central library services are allocated on the basis of estimates made by the library, of relative usage by the personnel of the School. Usage records are now being kept to help firm up these estimates.

**Operations and Maintenance** have been treated in three parts. The costs of operating and maintaining a building wholly occupied by one school is clearly a cost of that School. The costs for multi-purpose buildings is allocated on the basis of the fraction of usage (square footage over time) generated by a particular School. There remains the cost of operating and maintaining the general campus, the general purpose buildings, security and the other general services. These costs are allocated on the basis of the fraction of total direct costs of all of our schools that pertain to the School in question.

**Auxiliary Enterprises** are also treated as a net cost item after applying all appropriate incomes against appropriate gross costs. Included are the net costs of the student residences, the dining service and the bookstore, etc. Allocation for the School is on the basis of the number of students taught.

**Overhead** represents a share of the costs of the General Administration and of the General Expense. General Administration includes the offices of the President, the Provost, and the Vice Presidents (except for the Vice President for Medical (Health) Affairs).

**The General Expense** includes principally interest costs, insurance and repayments to the State (rentals) of certain facilities the State has funded.

In addition to the subvention figures given in bold-face in each table, the University has added a *Space Subvention* figure based on square footage used.



*In the Spring of 1972, the A-3 Assembly appointed a Job Classification Study Group to look into the relationship between job descriptions and duties performed by A-3 personnel holding secretarial, clerical and administrative assistant's job titles. The Group was chaired by Anabel Cressman of Business Law with Iris South of Cardiology as Co-Chairman, Mary Emore of Anthropology as Secretary and Mildred Foster of Architecture as Mailing Coordinator. Members of the Group included Dolores Bouldin, Microbiology; Anne Bullard, Engineering; Penny Burdon, Faculty Senate; Kris Davidson, Political Science; Carol Goldman, Residence; Gladys Griffiths, Personnel; Joseph Kane, Radiation Safety; Sara Margolis, Dental; Margaret Massiah, Law; Phyllis Nemarow, Veterinary; Roberta Rothstein, Dental; Margaret Sabre, Development; Rosette Pyne, Treasurer's Office; Laura Weinstein, Management and Behavioral Science; and Pauline Winitz, Engineering. Their 64-page report, including detailed tabulations of data (summarized below) and a series of recommendations (given in full here) were submitted to the Executive Director of Personnel this fall. The following is a condensation of their report.*

## Preliminary Results of Pilot Project A-3 Assembly Job Evaluation Questionnaire

*The A-3 Assembly, as originally conceived, is a representation of A-3 employees interested in providing a communications mechanism which will serve to refer, comment on, and help in areas of concern to all A-3s. The Assembly does not presume to speak for or commit individual A-3s to any specific position or course of action.*

*"Voluntary" and "interested" are the key words in the organization. From mutual concern, study groups have been formed to learn more about this University's policies and to suggest changes where desirable—hence the Job Classification Study Group.*

### The Questionnaire

In May, 1972, as a pilot project, questionnaires were mailed to more than 400 A-3 employees who had asked to be on the Assembly's mailing list. Our objective was to gather information on job descriptions of those in clerical, secretarial and administrative assistant positions, and to compare them with those of others holding the same job title as well as with the official job descriptions issued by the Personnel Office.

Since our mailing lists did not indicate job classification, we were aware that the form would reach persons in technical areas as well, so we indicated on all forms that we would prepare a questionnaire specifically designed for technical areas at a later date.

By July, 165 completed questionnaires had been returned to the chairman. Committee members held six weekly sessions—lunch meetings—and worked many hours at night in their homes to complete the coding and statistical analyses of the data on the returned questionnaires.

The questionnaire contained the following questions:

1. Years on job
2. Years at Penn
3. Current Salary
4. Number of years in previous job classification
5. Previous job classification
6. Number of employees (question designed specifically for academic depts.)
  - a. A-2 (professors)
  - b. A-1 (budget administrators)
  - c. A-3
  - d. A-4 (part-time personnel)
7. Number of employees supervised by an A-3
8. Students
  - a. Number of undergraduates
  - b. Number of graduates
  - c. Number of post doctoral fellows
9. Number of research grants
10. Amount of research grants
11. Amount of University budget
12. Office Duties (46 listed items, with additions by respondents).

### Findings

The returned questionnaires were sorted in a number of ways, to show the distribution of responses by job classification and distribution of responses by campus location (Table I), cumulative data on the four categories that had the highest response rate (Table II) and a breakdown of office duties for all respondents (Table III). Among the findings:

In analyzing office duties, we found uniform responsibilities (Items 18-46, Table III) for people holding the titles Secretary III and Administrative Assistant I and II, while the possible salary for the individuals performing those duties ranged from Secretary III's low of \$5000, to the \$8500 ceiling of Administrative Assistant II.

One department provided full information on its employees' salaries and years on the job. Among the more startling disparities in that table (not shown here) was the presence of four administrative assistants whose years of service were on the job 2, 7, 10 and 20 years respectively, all working at exactly the same salary: \$8500.

We also compiled a "miscellaneous" group not shown here; of the 165 returns, 28 were by people holding classifications that had only one or no counterpart.

Several employees wrote letters with the hope that something might be done about the job classification system. Some sample comments:

Much of my work is administrative but I have been told that I cannot be upgraded . . . as I do not have two people under me . . .

My belief is that the University is the loser, despite what savings are realized, as a result of offering initially low salaries that can only accelerate to wage ceilings in each category. As there is no formalized training program for incoming secretaries (who must literally run many departmental offices), when an employee decides to resign because of little promise of advancement or one's salary has reached its apex, that department which has benefited from his or her accumulated knowledge finds itself practically nonfunctional. Another discouraging factor is that the A-3 employees must work side by side with others in comparable job classifications who have been unionized, and consequently have more substantial salaries and benefits plus an effective grievance structure . . .

I would like a committee to look into the fact that there is no Administrative Assistant III, and there should be, or else an Executive Secretary that can make as much as the Business Administrator makes at the lower levels . . .

Finally, the majority of respondents said they would be interested in lateral transfer (95 yes, 59 no); were not presently taking University courses (119 no, 27 yes); and would attend special training programs for their present or better jobs (110 yes, 18 no).

(Continued on Page 12)

## Recommendations

**Salary:** Widen salary brackets by an additional 2 or possibly 3 steps. Steps are not broad enough to cover long-term employees who are satisfied with their respective jobs, cannot be reclassified, and do not wish to transfer out of their present positions. Also, there should be an overlap on the scale from one classification to the next highest classification.

**Size of Departments:** The prevailing assumption seems to be that the person in charge of a large office merits classification as administrative assistant, whereas the person in a small office is halted at secretary. This assumption over-emphasizes the criterion of size. The relevant classification should be decided by the amount of responsibility given the individual by the department chairman or unit director.

**Job Descriptions:** All job descriptions should be available to employees. A determination of a person's worth based on her job description is many times faulty.

**Job Classification:** People working side by side, doing basically the same work, are classified differently (i.e., Secretary I, II and III). Why should a skilled steno settle for a Secretary II position when she would be qualified to do a Secretary III job at a higher pay scale? A comparative study should be conducted with other colleges and universities regarding their job structure and classification systems as well as salary range.

**Training and Development:** Programs should be set up for new employees as well as present employees. A representative should

be sent from University business offices including:

- Registrar—procedures on registration, add & drop system, etc.
- Purchasing—how one orders furniture, equipment, etc.
- Benefits—benefits available to all employees
- Comptroller—procedure for filling out personnel action forms, reading and checking monthly budget forms, etc.
- Bookstore—procedure for ordering supplies, books, etc.
- Mail Service—procedure for mass mailings, coding, etc.
- Telephone—procedure for transferring extensions, directory information (who should be included), installation of new phones, etc.

These seminars could be held in September and January.

Classes should also be held for those employees who are qualified for budget administrator positions.

We feel that consideration should be given to the "thawing" of A-3 salaries. The practice of freezing does not seem to occur in other categories of employees.

Since many duties performed by typists, stenographers, secretaries and administrative assistants overlap, salary seems to be the main factor for an individual seeking promotion. Further study should be conducted in this area and consideration given to the possibility of implementing a grade-type structure system.

It may be advisable to explore the possibility of an overall analysis of the clerical, secretarial and administrative area in order to restructure the present system in an effort to make it more equitable in terms of work load and compensation.

Table I

### COMPLETED QUESTIONNAIRES BY SCHOOLS OR OFFICES

	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	TOTAL
Wharton	—	1	—	—	—	—	2	7	—	—	4	—	14
College	—	—	—	1	—	1	7	4	—	3	7	3	26
Engineering	—	—	—	1	—	—	3	1	—	3	—	1	9
Annenberg	—	—	—	—	—	—	—	—	—	1	—	—	1
Social Work	—	—	—	—	—	—	—	—	—	—	—	—	0
Education	—	—	—	—	—	—	3	2	—	—	—	1	6
Nursing	—	—	—	—	—	—	1	—	—	1	—	—	2
Dental	—	—	—	—	—	—	—	—	—	—	1	—	1
Medical	—	—	—	—	—	—	4	4	—	2	5	5	20
Veterinary Med.	—	—	—	—	—	—	1	2	—	—	1	1	5
Law	—	—	1	—	—	—	3	2	—	2	—	—	9
CGS & Summer	—	—	1	—	1	—	—	—	—	—	—	—	2
SAMP	—	—	—	—	—	—	—	—	—	—	—	—	0
GSAS	—	—	—	—	—	—	1	3	—	1	1	—	6
CW	—	—	1	—	—	—	—	1	—	2	—	—	4
Fine Arts	—	—	—	—	—	—	2	2	—	2	—	1	7
Monell	—	—	—	—	—	—	—	—	—	—	1	—	1
<b>Sub-Totals</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>27</b>	<b>28</b>	<b>—</b>	<b>21</b>	<b>16</b>	<b>13</b>	<b>113</b>
Financial Aid	—	—	—	—	—	—	—	—	—	1	—	—	1
Comptroller	—	1	—	—	—	—	—	—	—	1	—	2	4
Personnel	—	—	—	—	—	—	1	—	—	—	—	—	1
Registrar	—	—	—	—	—	—	—	1	—	—	—	—	1
Student Affairs	—	1	1	—	—	—	1	—	—	—	2	—	5
Admissions	—	—	—	—	—	—	—	—	—	—	1	1	2
Library	—	—	—	—	—	—	1	—	—	—	—	—	1
Secretary's Office	—	—	—	—	—	—	2	—	—	—	—	—	2
Alumni Relations	—	—	—	—	—	—	1	1	—	—	—	—	2
Annual Giving	—	—	—	—	—	—	3	4	—	—	—	2	9
Public Relations	—	—	—	—	—	—	—	—	—	1	—	—	1
Faculty Senate	—	—	—	—	—	—	1	1	—	—	—	—	2
Fel. Inf. & Study Abr.	—	—	—	—	—	—	—	1	—	—	—	—	1
Planning & Design	—	—	—	—	—	—	—	1	—	1	—	—	2
President's Office	—	—	—	—	—	—	—	1	—	—	—	—	1
University Press	—	—	1	—	—	—	—	1	—	—	—	—	2
Intercoll. Ath.	—	—	—	—	—	—	—	—	—	1	—	—	1
Residential Life	—	—	—	—	—	—	—	—	—	1	—	2	3
Health Affairs	—	—	—	—	—	—	—	—	—	1	—	—	1
Dining Service	—	—	1	—	—	—	—	—	—	—	—	1	2
Auxiliary Services	—	—	—	1	—	—	—	—	—	—	—	—	1
Bookstore	—	—	—	—	—	—	—	—	—	—	1	—	1
University Museum	—	—	—	—	—	—	—	—	—	—	1	—	1
Pa hlavi—Project	—	—	—	—	—	—	—	—	—	—	1	—	1
Addr. & Rec.	—	—	—	—	—	—	—	—	—	—	—	1	1
Printing Office	—	—	—	—	—	—	—	—	—	—	3	—	3
<b>Sub-Totals</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>11</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>15</b>	<b>51</b>
<b>TOTALS</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>37</b>	<b>39</b>	<b>0</b>	<b>28</b>	<b>19</b>	<b>28</b>	<b>165</b>

Table II

### CUMULATIVE DATA: FOUR CATEGORIES

#### SECRETARY II: 37 RETURNS

Salary	# Returns	Av. Years* At Penn	Av. Years* In Present Job	# Personnel Supervised
\$5,000 to 5,499	4	2.4	2.2	0
5,500 to 5,999	15	1.1	1.7	.2
6,000 to 6,499	14	4.4	3.5	.1
6,500 to 6,999	2	9.0	8	0
7,000 to 7,499	1	14	12	—
NA.	1	2	2	0

Scale = \$5,000 to 6,500

\*Persons indicating 0 were used to calculate the average.

Persons indicating NA were not used to calculate the average.

#### SECRETARY III: 39 RETURNS

Salary	# Returns	Av. Years* At Penn	Av. Years* In Present Job	# Personnel Supervised
\$5,000 to 5,499	1	1	2	0
5,500 to 5,999	4	4.5	1.7	1.3
6,000 to 6,499	5	1.5	1.2	.6
6,500 to 6,999	12	5.2	2.6	1.4
7,000 to 7,499	12	9.0	4.7	1.5
7,500 to 7,999	3	22.2	15.5	1.0
NA.	2	9.5	7.0	1.5

Scale = \$5,500 to 7,000

#### ADMINISTRATIVE ASSISTANT I: 28 RETURNS

Salary	# Returns	Av. Years* At Penn	Av. Years* In Present Job	# Personnel Supervised
\$6,000 to 6,499	2	2	1.0	2
6,500 to 6,999	3	2.3	1.3	3.5
7,000 to 7,499	10	4.9	2.2	2
7,500 to 7,999	11	8.0	3.6	3
8,000 to 8,499	2	17	10.5	2

Scale = \$6,100 to 7,900

#### ADMINISTRATIVE ASSISTANT II: 18 RETURNS

Salary	# Returns	Av. Years* At Penn	Av. Years* In Present Job	# Personnel Supervised
\$7,000 to 7,499	2	6	1.5	3.5
7,500 to 7,999	9	7.8	1.8	2.6
8,000 to 8,499	5	12	4.2	2.4
8,500 & over	3	12	6.3	3.0

Scale = \$6,700 to 8,500

Gerald Robinson, Executive Director of Personnel Relations, in a letter to Mrs. Cressman and Mrs. South acknowledged the "hard work put into the report by the study group." He said the University will probably have a professional analyst study a sample of "jobs that have been fairly stable over the years."

"There should be one or more in each classification," he continued. "After the employee reviews and corrects the job description (as in your study) the immediate supervisor does the same. The third step is for the two to look at areas of disagreement and come to agreement on the essential aspects of the job."

Our Job Classification Study Group is in accord with the idea of employees on the job and immediate supervisors "coming to agreement on the essential aspects of the job." This opportunity for exchange of ideas and coming to mutual agreement should be beneficial to all concerned.

We are hopeful that on this same basis, members of the Study Group who worked on this report will have an opportunity for an exchange of ideas with the job analyst during the course of his review. The findings we have put on paper cannot fully convey the insight gained by those who participated in the research and compilation of this report.

—Job Classification Study Group

Table III:  
OFFICE DUTIES

	I Sr. Clerk*	II Typist Clerk	III Typist Recpt.	IV Chief Clerk	V Bkpr.	VI Secy. I*	VII Secy. II	VIII Secy. III	IX Secy. IV*	X Adm. Asst. I	XI Adm. Asst. II	Total No.
1. Answering telephone	3	6	2	1			35	39		26	16	128
2. Typing articles & manuscripts	0	1	2	0			30	36		23	9	101
3. Typing stencils	3	2	2	0			32	32		17	9	97
4. Typing examinations	0	0	1	0			17	24		11	2	55
5. Typing reports (financial, activity, etc.)	0	3	1	0			27	36		25	16	108
6. Typing minutes of a meeting	0	2	0	0			18	25		17	7	69
7. Typing personnel action forms	0	2	1	0			15	21		18	17	74
8. Typing statistical & technical material	1	0	2	0			23	20		15	10	71
9. Typing letters from handwriting	2	4	3	0			33	37		23	15	117
10. Typing letters from shorthand	0	0	0	0			16	31		20	11	78
11. Typing letters from dictating machine	0	1	0	0			18	21		7	6	53
12. Shorthand	0	0	0	0			19	31		20	10	80
13. Filing	3	5	2	1			35	39		21	17	123
14. Handling incoming & outgoing mail	1	5	3	1			33	38		24	15	120
15. Handling people who come into office	1	6	3	0			36	39		26	17	128
16. Making appts. & arranging meetings, etc.	0	6	2	0			32	38		25	15	118
17. Filling out time cards for P/T employees	0	2	0	0			19	18		15	14	68
18. Responsible for budget estimates & preparation	0	0	0	0			4	10		16	15	45
19. Keeping records (petty cash, phone, current expense)	0	1	2	0			17	21		20	17	78
20. Preparing reports on departmental personnel & projects	0	0	0	0			10	15		15	12	52
21. Handling student &/or patient records	0	4	3	0			15	14		16	12	64
22. Processing appli. forms for students, interns, residents, teaching fellows	1	2	1	0			8	17		10	12	51
23. Sending out catalogs, application forms	1	4	1	0			11	16		10	8	51
24. Advising students on course selection	0	1	2	0			2	7		10	3	25
25. Computing cumulative averages for students	1	1	1	1			3	6		3	1	17
26. Billing	0	1	2	0			6	5		10	4	28
27. Recording grades	0	1	2	0			8	15		9	3	38
28. Editing (letters, speeches, papers, articles, scientific papers, etc.)	0	0	1	0			10	15		14	9	49
29. Proofreading	0	1	1	0			20	36		17	13	88
30. Rostering courses	0	0	0	0			3	3		9	2	17
31. Compiling catalog copy	0	0	0	0			3	10		9	8	30
32. Charge of ordering supplies (stationery, books, course material for students, etc.)	0	2	2	0			17	20		20	15	76
33. Charge of distributing office monthly phone slips for personal calls	0	1	1	0			4	8		10	9	33
34. Charge of issuing section permits to students at registration	0	2	2	0			4	10		7	2	27
35. Making travel reservations and hotel accommodations	0	2	1	0			23	36		21	13	96
36. Composing and answering correspondence	0	3	3	0			25	33		25	19	108
37. Initiating office procedure	0	0	2	1			12	26		24	18	83
38. Processing checks, transmittal	0	0	0	1			10	11		13	9	44
39. Correlating mass mailings	1	1	1	0			16	16		9	9	53
40. Serving on committees as a representative of the office	0	0	1	0			3	5		8	8	25
41. Interpreting University policy	0	0	1	0			4	10		17	15	47
42. Going on errands (delivering) and picking up material (on and off campus)	1	4	0	0			27	23		16	8	79
43. Rostering rooms for courses, exams, mtgs.	0	0	1	0			8	18		11	4	42
44. Interviewing students & applicants	0	0	1	0			2	8		15	8	34
45. Scheduling vacations, hours, and time off	0	2	1	0			3	9		15	18	48
46. Operating adding machine	1	4	3	0			26	13		22	15	84

\* No Respondents in this Classification



# JOB OPENINGS

BULLETIN #487 UPDATED 12/1/72

## ADMINISTRATIVE ASSISTANT II for administrative office.

Qualifications: Budget, accounting, research experience and familiarity with communication media desired. Salary Range: \$6700-\$7600-\$8500

## ADMISSIONS RECORD CLERK II for work in an admissions office on campus.

Qualifications: Some college work plus 3 years of office experience. Accurate typing ability. Salary Range: \$5500-\$7000

## ASSISTANT TO THE DIRECTOR II (Alumni Annual Giving) for Alumni Relations in the New York metropolitan area.

Qualifications: Graduation from a recognized college or university. Excellent organizational ability. Ability to deal effectively with people. Salary Range: Open

## ASSOCIATE FOR DATA SYSTEMS (Undergraduate Office of Admissions) to be responsible for developing research programs in the areas of educational research and operations research.

Qualifications: Degree, with course work in computer research and operations research. One to three years' direct experience in computer and operations research, preferably in admissions. Salary Range: Open

## CLERK III (Office of Undergraduate Admissions).

Qualifications: Graduation from high school with some clerical experience, preferably in a college or university. Excellent clerical aptitude. Accurate typing. Salary Range: \$4800-\$6300

## EKG TECHNICIAN I for clinical work related to EKG section. Operation of an electrocardiograph machine.

Qualifications: Graduation from high school; courses in biology and physics desirable. Ability to work with sick patients. Salary Range: \$4600-\$5600

## EQUIPMENT TECHNICIAN to be responsible for all production, duplicating and audiovisual resource materials in the Language Lab.

Qualifications: Graduation from high school with some college work. Ability to supervise others. Some related experience preferred. Salary Range: \$5200-\$6700

## JUNIOR ACCOUNTANT for business office on campus.

Qualifications: High school graduate, plus some business school or bookkeeping experience. Some typing. Ability to use adding machine. Knowledge of bookkeeping machine. Salary Range: \$5800-\$7300

## MINORITY RECRUITER (School of Social Work) to recruit minority applicants for the M.S.W. program, develop placements, consult in the allocation of funds for minority students, consult with School Committees in relation to minority recruitment.

Qualifications: M.S.W. plus experience in minority recruiting. Salary Range: Open

## MTST OPERATOR (2) for business and medical area.

Qualifications: Excellent typing, dictaphone; MTST experience preferred, but will train. Salary Range: \$5500-\$7000

## OFFICE MANAGER (Undergraduate Office of Admissions) to be responsible for the hiring and supervision of new employees; for the supervision of clerical and work-study staff; for smooth flow of work in the department as well as bookkeeping records related to budgetary controls.

Qualifications: Graduation from high school with a least 2 years college, preferably in Business Administration. Three to five years' office experience, preferably admissions-related. Salary Range: Open

## PROGRAMMER ANALYST I (2) (Office of Data Processing).

Qualifications: At least 2 years of college plus formalized training in Data Processing or Computer Science. Minimum of 3 years programming on medium to large-scale computers. Salary Range: Open

## PART-TIME ADVISOR: TEACHER PREPARATION

A new position is being created to offer advising for undergraduates about teacher preparation options at Penn and other schools, and to facilitate applications to Penn's new BA/MS Program for Secondary Teacher Preparation. The part-time advisor (12 to 15 hours a week) will report to the Deans of the College and College for Women and will work closely with the Director of Teacher Preparation at the Graduate School of Education and with the University Committee on Programs for Teachers. At least a bachelor's degree is required, and preference will be given to applicants who have taught in elementary or secondary schools, or who have other experience in a school system or with educational concerns. Counseling experience with college age student is also helpful. Candidates should contact the College for Women, 117 Logan Hall.

## RESEARCH BIBLIOGRAPHER II in academic area.

Qualifications: Excellent typing; college graduate preferred, with training in economics or social science. Helpful skills include shorthand & experience with statistical materials. Salary Range: \$6400-\$7300-\$8200

## RESEARCH LABORATORY TECHNICIAN II (3) to assist in medical research programs.

Qualifications: Graduation from an approved school for medical technicians plus at least 2 years experience as a research technician; or 2 years of college, including at least 2 semesters of college chemistry and biology. Salary Range: \$6100-\$7900

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

Qualifications: Graduation from an approved college or university with a science major—preferably in biology, zoology, microbiology, bacteriology or other related fields, with one to two years of chemistry. Salary Range: \$7000-\$9100

## RESEARCH LABORATORY TECHNICIAN IV (3) for medical research programs.

Qualifications: Graduation from an approved college or university with a science major, including 3 years of college chemistry. Experience in biochemistry research techniques. Salary Range: \$7300-\$9400

## RESEARCH SPECIALIST IV to be responsible to a department chairman for provision and maintenance of an electron microscopy service facility for research investigators.

Qualifications: Graduation from a recognized college or university with an appropriate scientific degree; MS or Ph.D. preferred. Skill in preparation of mammalian tissues as well as bacteria and viruses for electron microscopy. Ability to train and supervise students and technicians. At least ten years direct professional-level experience in this specialty. Salary Range: \$13,700-\$17,200

## SECRETARY I for an academic area.

Qualifications: Accurate typing, proficiency in spelling. Some shorthand or dictaphone may be required. Salary Range: \$4400-\$5400

## SECRETARY II (8) for business, medical and academic areas.

Qualifications: Good, accurate typing; some require shorthand as well as dictaphone. Ability to perform varied duties pertinent to the area, some experience. Salary Range: \$5000-\$6500

## SECRETARY III (6) for academic, business and medical areas.

Qualifications: Interest in working with figures. Excellent typing; shorthand and/or dictaphone. Ability to work with minimum of supervision in performing varied duties. Salary Range: \$5500-\$7000

## SUPERINTENDENT OF ENGINEERING SERVICES to be responsible to the Director of Buildings and Grounds for engineering requirements incident to the alteration, renovation and maintenance of the physical plant.

**Qualifications:** Graduation from a recognized college or university with a degree in an appropriate engineering discipline. Five years of experience in engineering and construction work, including field and design experience. Must be registered as a professional engineer. **Salary Range:** Open

**SUPERINTENDENT OF GROUNDS** to be responsible to the Director of Buildings & Grounds for the care and maintenance of all grounds at the University. Responsible for the planning, scheduling and directing of the activities of grounds forces.

**Qualifications:** Degree in Horticulture, Landscape Architecture or a related field, plus seven years' direct experience, including 5 in a supervisory capacity. Must have broad knowledge of all aspects of plant care. Must have strong supervisory ability. **Salary Range:** Open

**TECHNICAL TYPIST** for academic office on campus.

**Qualifications:** Ability to work with little supervision. Excellent typing ability. Willingness to learn mathematical typing. **Salary Range:** \$5000-\$6250

Those interested should contact the Employment Section of the Personnel Services Department (Ext. 7285) for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially by the Personnel Office.

### NEW POSITION: ADMINISTRATOR

The University will establish the new position of *Director of Administrative Affairs—School of Veterinary Medicine*, calling for a degree in accounting or business, and five years' experience in a responsible position in university business and administrative affairs. For details: Timothy Sotos, Ext. 7283.

### OF RECORD



### MATERNITY LEAVE

*Following is the text of the University's revised policy on Maternity Leave; it is presently in effect, subject to continuing review.*

The inability of a woman to carry out normal duties due to or contributed to by pregnancy or childbirth, including miscarriage or abortion, will be treated as a temporary medical leave and will entitle the employee, staff or faculty member to all sick leave benefits currently in force for the individual, including the right to draw on accrued sick leave\* and vacation time. A prolonged absence due to medical reasons attached to pregnancy or childbirth may also be treated as a temporary disability for those eligible for temporary disability payments.

Personnel who have completed six months of service before taking a medical leave for childbirth will also be entitled to personal leave without pay or benefits for up to five months following the termination of the allowable period of sick leave with full pay. Payments for group life and medical insurance premiums which would normally be deducted from salary during this period must be paid quarterly in advance to maintain continuous coverage during the leave period.

There will be no accrual of sick leave, vacation or retirement credits during this period of leave without pay; nor, in the case of faculty, shall this period be counted as part of the probationary period toward the awarding of tenure.

In the case of an employee or staff member, if her position cannot be left vacant or filled on a temporary basis during the period of leave without pay, the position may be filled with the understanding that she may return to a position of equivalent status elsewhere in the University at the conclusion of the maternity leave.

\*Sick leave for faculty/staff has been considered as 30 work days per year/non-accrual; temporary disability is considered 'extended leave' under the provisions of the LTD plan and will require a physician's certificate of disability (temporarily unable to perform her job duties).

## PERSONNEL

### THREE OPTIONS IN HEALTH AND GROUP INSURANCE

Effective January 1, 1973, the University will offer three options in the current premium payments for the group health and life insurance programs. To be eligible for these options an employee must have (1) accumulated 6 months of University service as of December 31, 1972, and (2) be a fully-affiliated, fully-salaried or full-time employee. Employees covered by a collective bargaining agreement, though, will remain bound by the provisions of their respective collective bargaining agreement. For those employees eligible to participate, the University has provided the following options from which each eligible employee may select one:

**Option A—Family Coverage.** The University will pay the entire current group health insurance premium (Blue Cross-Blue Shield plus Major Medical) for all eligible employees and their dependents.

**Option B—Individual Coverage.** The University will pay that portion of the current group health insurance premium (Blue Cross-Blue Shield plus Major Medical) applicable to a single person only plus 100% of such employee's group life insurance premium.

**Option C—Major Medical Plan III.** The University will pay the current Major Medical Plan III premium plus 100% of such employee's group life insurance premium.

Employees with less than 6 months service will become eligible for University payment of their premium when they have met the 6-month service requirement. In the interim, these employees may participate in any of the University's health and insurance plans provided they pay the premium themselves through monthly payroll deductions. When the service requirement is fulfilled, the deductions will cease and the University will assume responsibility for those premium payments chosen under the option.

The new options will be available to approximately 2,000 A-3's, 1,550 A-2's, 650 A-1's and 175 A-4 employees. Within the next few weeks the Personnel Department will issue instructions on how employees presently covered under these plans may sign up for paid coverage and how employees not now participating may elect one of the options.

### TUITION REMISSION FOR A-3/A-4 STAFF

The University has adopted the Personnel Benefits Committee's recommendation to extend a tuition remission benefit to full-time A-3 and A-4 personnel as follows:

Effective with the Spring semester, all eligible full-time A-3 and A-4 employees will receive full tuition remission, not to include any fees, for all University courses subject to the following conditions:

a. Full tuition remission shall be for no more than *one day-time course* per semester. No tuition remission of any kind is to be granted for any more than *one day-time course* per semester. The employee will be responsible for making satisfactory arrangements with his or her supervisor concerning released time for one course during the day.

b. Full tuition remission shall be for up to a maximum of two Evening School courses per semester provided no tuition is being remitted for a concurrent day-time course for such employee. If an employee is receiving tuition remission for a day-time course, such employee shall be entitled to free tuition for no more than one concurrent Evening School course per semester.

c. Continuing education should be encouraged for all eligible employees and supervisors are encouraged to make every effort to permit eligible employees to attain further education.

### ONE LESS DEDUCTION IN DECEMBER

The University's past practice of remission of the group life insurance premium for the month of December will be repeated this year. "We are therefore very pleased to announce that this normal monthly premium payment will *not* be reflected in December paychecks," said Mrs. Kathryn B. Clark, Personnel Benefits Officer.



# LETTERS

## DATA ON WOMEN

WEOUP has reviewed the statistics on Faculty Appointments and Promotions which appeared in the *Almanac* on November 14, 1972. Unfortunately, we do not have access to the data used to tabulate all of these statistics. However, of the 51 new appointments of women in 1970-72, a large number (16) were in the Medical School, and this School has separately tabulated information on women on its faculty. Based on that tabulation, plus new appointments as published in the *Almanac*, we have come up with the following data on the Medical School:

In 1970-71 there were no women newly appointed to fully-affiliated positions at the rank of assistant professor or above. (Three women were appointed to fully-affiliated positions below assistant professor, but according to the Table, no one below the rank of assistant professor was to be counted.) In 1971-72, three women were appointed to fully-affiliated positions at the rank of assistant professor or above (and an additional two women below the rank of assistant professor). Since we can account for a total of only three women for these years at assistant professor or above, we are at a loss to determine how the Table's total of 16 was reached.

While we do not have access to complete data on College appointments, the apparent lack of accuracy of the figures in the Medical School makes us question the representations made for the educational arm most central to the teaching of women students here. Regardless of the accuracy of the hiring figures as such, we consider them virtually meaningless without termination figures. For instance, the figures indicate that ten new appointments of women have been made in the College. According to the *Almanac*, four of them have been made in the English Department. Although the latter are in tenure-accruing positions, judging from the English Department's recent history there is little likelihood of their achieving tenure in that department.

All of this reiterates our comment in the *Daily Pennsylvanian* when the statistics were first released, that without termination figures, they present no realistic proof of progress (or lack thereof) that the University is making toward affirmative action for women and minorities. It is our understanding that there was a net loss of women faculty in 1970-71 despite the fact that 17 new appointments were made to women.

The Cohn Report on the Status of Women Faculty of 1970 indicated that only 7 per cent of the fully-affiliated faculty were women. They represented 2.5 per cent of the University's full professors, 7.0 per cent of the associate professors, and 12.7 per cent of the assistant professors. It is impossible to determine from this latest tabulation whether these figures have improved. Only when the University publishes data which can be compared with the Cohn Report (i.e., listing the distribution of fully-affiliated faculty by professorial rank, department, and sex) can the present status of women faculty be determined.

—Carol E. Tracy, President, WEOUP

*Some faculty members in medical areas were in the Provost's records as appointments but were processed through Trustees' records as promotions. Others for a variety of reasons were not reported during the time period in which the appointment or promotion took effect. Of the 16 faculty members tabulated by the Provost's Office, some were women who were previously in tenure-accruing positions as Instructor or Associate but who have just been promoted to Assistant Professor within the past two years. Since the tabulation, one women assistant professor has resigned and one has moved to another school of the University.*

—Ed.

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## NEWS IN BRIEF continued

year's questionnaire was developed in consultation with some of the winners of the Lindback Award for Distinguished Teaching," the Deans' memo notes. "It is shorter than in previous semesters and appears to be better organized. But if it is to be useful [in counseling of undergraduates], the return of completed questionnaires must be improved." Questionnaire results will be available to instructors to read after December 13.

## PENNSYLVANIA SINGERS: DECEMBER 6

The University's coeducational chorus will give a concert tomorrow at the Annenberg auditorium at 8 p.m. Bruce Montgomery directs performances of works by Schutz, Bernstein and Vaughan-Williams. Free.

## SANDLER: DECEMBER 7

Bernice Sandler, Director of the Project on the Status and Education of Women of the Association of American Colleges, will give the first talk in a series of programs on "Life Choices for Women." The College for Women and the Office of the Dean of Students are sponsoring the series. Ms. Sandler speaks in the Fine Arts auditorium 7:30 p.m. Thursday.

## B & B: DECEMBER 8

The University Choral Society Choir and Orchestra will perform Beethoven's Mass in C and part songs by Britten this Friday at St. Mary's Church at 8:30 p.m. Eugene Narmour conducts. Free.

# BULLETINS

## FLOOD RELIEF: PEOPLE TO PEOPLE

Although government funds have been allotted to assist Wilkes College in repairing its flood-ravaged buildings, very little organized support has been offered for College employees and their families. Among those who incurred flood damage are 96 faculty members and administrators. Approximately 50 percent of the secretarial staff was also affected during the disaster. Many individuals lost their homes and have since been temporarily sheltered in the mobile home parks which have been created in the area.

In the spirit of Christmas, a staff-to-staff fund raising drive has been initiated on behalf of the Wilkes College staff by the Grammateis Organization on the U. of P. campus. Grammateis unanimously agreed at its last meeting "to forego for this year an exchange of Christmas remembrances and, instead of this annual custom, to collect funds to be sent to needy staff members of Wilkes College who were most seriously affected by the recent floodwaters."

Grammateis invites all members of the University Family to participate in augmenting this Flood Relief Fund by sending their checks, payable to *Wilkes College Flood Relief*, to the University Cashier, Franklin Building. Wilkes will issue receipts for income tax purposes. Marian Pond, Grammateis President, said.

## UNIVERSITY ZIP CODE: 19174

Effective December 1, the University now has a zip code for its own exclusive use: 19174. The Post Office will continue to honor 19104 during a transitional period, so that present stationery can be used until it is depleted. (Business Reply Mail, not adaptable to handling through the unique zip code, will continue to show the code indicative of the physical location of the delivery unit through which it is now received, Mail Service Director Joseph P. Burke said.)