

Almanac

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Springtime in buildings and grounds: painting a Pennsylvania-blue contribution to the visual environment

Council Acts on Reallocation

At Wednesday's special meeting on the Development Commission report, Council reviewed the Steering Committee's action in referring five recommendations to Council committees, and holding 13 for later response (see below). It then voted to refer four recommendations to the Academic Planning Committee and to await Senate study of four others before placing them on its agenda.

It also passed five resolutions concerning the Reallocation portion of the Commission report:

On Commission recommendation #2, Council approved Senate Chairman Jean Crockett's resolution,

That all schools not meeting their direct costs within three years be required to justify continuing subvention on the basis of unusual excellence or unusual contribution to the University or both, and to present an acceptable long-run plan for cost control. The group initially evaluating a school's claim to continuing subvention should not be the Council of Academic Deans but should include representatives of the faculty.

It also approved her resolution on recommendation #3,

That the ratio of income to controllable costs required of a particular school shall reflect the University's academic priorities, as determined by the Administration after consultation with the Academic Planning Committee and other appropriate bodies. Schools with unusually high ratios may be permitted to reduce these ratios moderately through additional expenditures contributing to an improvement in academic quality.

Along with two sentences relating to #7, which asks that the Provost, Council of Undergraduate Deans, Dean of Admissions and Director of Financial Aid set admission targets early:

These targets shall be reviewed promptly by the Council Committee on Admissions and Financial Aid for consistency with admissions policy. Where the Committee determines that major policy decisions are involved, it would be appropriate for the Committee to refer the question to the full Council.

and her resolution on recommendation #8,

That further study be given the question of the extent to which individual schools are charged with the financial aid given their students.

Council also passed Dr. Irving Kravis's resolution on recommendation #13,

That the University should remain open to new programs but each should be required to compete on its merits with possibilities for improving existing programs.

Earlier in the meeting, Council approved the setting up of task forces by the Administration for further study on five proposals: #15: to study and report by September 30 on intercollegiate athletics; #26: to study programs in pre-health and biological and behavioral science education and their interaction with the professional schools including health science schools; #39: to explore the possibility of a School of Health Science Education and Preventive Medicine; #40: to investigate the establishment of an inter-school program in public policy; and #63: to evaluate and study the needs of continuing education programs.

(Continued on page 8)

Following is a condensation of the second half of Dr. Johnstone's report on Tuition and Financial Aid at the University of Pennsylvania. The first installment, on the financial context of higher education, appeared in ALMANAC December 12, 1972. The complete report is available from the author.

The Cost of Pennsylvania to the Student/Family Unit

by Bruce Johnstone

Tuitions and fees alone at Pennsylvania have increased at an average annual rate of a little under 7% a year over the last 20 years and about 9.0% a year over the past 5 years, as shown in Table 1. The major change in recent years has been annual increases as opposed to the much more infrequent but more drastic increases in early years. This nearly 300% increase in tuitions over two decades must be analyzed in respect to at least three factors before assessing the degree to which these increases constitute an increasing burden on students or their families. First, tuitions and fees represent the fastest growing component of the total cost of attending Pennsylvania; other costs, including room and board, while increasing as have all costs and prices over this period, have increased much more slowly and have thus reduced the average annual rate of increase of total costs over the past 20 years to a little over 5% and over the past 5 years to just under 7.5%.

Second, aid increased dramatically over this period, both in amount and coverage, reducing for many students the costs of college and their rates of increases. As shown in Table 1, the average cost per *aided* student increased by a factor of less than 150% over 20 years—just over 4.5% a year, or just under 7.5% a year for the past 5 years.

Third, increased tuitions reflect increased costs which ultimately are reflected in (indeed, caused by) increased incomes throughout the economy. Median family income increased by well over 200% over the past 20 years, at an average annual rate of about 6.5% over the same period and 7.5% over the past 5 years. Thus, while tuition and costs have risen, they have not risen substantially faster than median family incomes, and average total costs and average total net costs per *aided* student have risen much less than median family incomes. These data are shown in Table 1. Receipts from tuition, expenditures on undergraduate grant aid, and net tuition revenue per undergraduate, may be seen in Table 2.

The Origin and Distribution of Aid

Financial aid dollars originate from three major sources according to their impact on University financial decision-making. *Gift aid* refers to aid brought in by students or awarded to students at Pennsylvania by an outside source. *Endowed aid* is aid which belongs to, and is disbursed by, the University or a particular school of the University, but which cannot be used for any purpose other than student aid. Both gift and endowed grant aid can be said to have no "opportunity cost" in that there are no alternative non-scholarship uses to which those funds may be put. On the other hand, the absence of any portion of those funds would have to be

made up out of general incomes, and their existence does permit spending on other needs such as salaries or academic program costs. Finally, there is *budgeted aid* which originates from the general revenues of the University or of a particular school, and is otherwise unrestricted as to use. The table below shows aid by source or by degree of restriction, and by destination to the undergraduate, graduate, and professional schools.

Source of Aid	Total University	Under-graduate	Grad. Arts & Sciences	Grad. Professional	Special Schools
Budgeted (unrestricted)	\$ 5,804,250	\$3,742,250	\$ 351,200	\$2,005,000	\$ 57,000
Endowed (restricted)	1,550,850	885,650	59,900	643,200	22,000
Gift	4,998,650	1,801,200	2,130,750	3,154,250	43,200
Total grant aid	12,353,750	6,429,000	2,541,850	5,802,450	122,200
Total budgeted aid per aided student	901	1,090	768	717	237
Total endowed aid per aided student	241	258	131	230	91
Total gift aid per aided student	776	525	4,662	1,129	179
Total grant aid allowance per aided student	1,919	1,873	5,562	2,076	501

Another table shows the changing importance of aid sources over time. Note the extent to which increased aid has drawn upon the unrestricted budget of the University and outside gift aid. (Dollars are in thousands.)

	71-72	70-71	69-70	68-69	67-68	66-67	65-66
Budgeted (unrestricted)	\$ 5804	\$ 5815	\$ 5048	\$3900	\$3751	\$3427	\$2901
Endowed (restricted)	1551	1547	1484	1512	1584	1276	1274
Gift	4999	4496	4880	4358	4241	3713	1271
Total grant aid	12354	11858	11411	9771	9576	8416	5446
Total aid per aided student	1.9	1.8	1.6	1.6	1.6	1.6	1.3

Financial Aid "Packaging" and Total Grant-Aid Budgets

Financial aid at Pennsylvania, as at most institutions, is awarded as a package of grant aid plus "self-help," which can be either a job or a loan or both. The combination of grant aid plus self-help will meet a student's total estimated need as calculated through a needs analysis system. Total need, in turn, is derived by subtracting from the total estimated cost to the student of an academic year at Pennsylvania (\$5050 in 1972-73) that amount which can reasonably be expected from the student and his or her parents on the basis of family income and assets (adjusted for extraordinary expenses) and student's assets (savings) and expected summer earnings.

(Text continues on page 4)

TABLE 1

Cost to Undergraduate Student and Median Family Incomes, 1950-51 to 1972-73 (Current Dollars)

	1972-73	1971-72	1970-71	1969-70	1968-69	1967-68	1966-67	1965-66	1955-56	1950-51
Tuition and fees	\$3,000	\$2,750	\$2,550	\$2,350	\$2,150	\$1,950	\$1,950	\$1,750	\$ 935	\$ 625
% increase previous year	9%	8%	9%	9%	10%	0%	11%	0%	0%	
Room, Board, and Other costs*	2,050	1,950	1,850	1,750	1,600	1,550	1,550	1,550	1,140	972
% increase previous year	5%	5%	6%	9%	3%	0%	0%	0%	0%	
Average total cost (#1 + #2)	5,050	4,700	4,400	4,100	3,750	3,500	3,500	3,300	2,075	1,597
% increase previous year	7%	7%	7%	9%	7%	0%	6%	0%	0%	
Average grant per aided student	2,057	1,873	1,746	1,626	1,554	1,388	1,259	1,169	541	551
% increase previous year	10%	7%	7%	5%	12%	10%	8%	6%	4%	
Average cost per aided student	2,993	2,827	2,654	2,474	2,196	2,112	2,241	2,131	1,534	1,046
% increase previous year	6%	7%	7%	13%	4%	-6%	5%	-3%	-1%	
Index of service prices (excl. rent)	249.8***	233.7	220.9	203.2	188.7	178.6	170.2	163.4	121.8	100.0
% increase previous year	7%	6%	9%	8%	6%	5%	4%	3%	2%	
Average academic compensation**		19,770	19,155	17,672	16,297	15,728	14,678	13,887		
% increase previous year	n. a.	3%	8%	8%	4%	7%	6%	10%		
Median family income for family with head 35-54 years of age	13,643***	12,403	11,769	11,278	10,239	9,478	8,722	8,047	4,996	3,663
% increase previous year	10%	5%	4%	10%	8%	9%	8%	8%	6%	
Tuition & Fees as % of median family income	22.0	22.2	21.7	20.8	21.0	20.6	22.4	21.7	18.7	17.1
Average cost per aided student as % of median family income	21.9	22.8	22.6	21.9	21.4	22.3	25.7	26.5	30.7	28.6

*Other costs for freshmen only; other costs for upperclassmen are somewhat higher. **AAUP data. ***Estimated.

TABLE 2

Tuition, Aid, and Finances for Undergraduates 1950-51 to 1972-73 (Current Dollars)

	1972-73***	1971-72	1970-71	1969-70	1968-69	1967-68	1966-67	1965-66	1955-56	1950-51
No. of Students (Undergraduate)*	(7,358)	7,038	6,766	6,666	6,581	6,588	6,507	6,179	5,073	6,064
Total Grant Aid**	6,941,000	6,429,100	5,956,100	5,071,472	4,589,040	4,060,645	3,301,092	2,400,431	701,200	591,900
% increase previous year	8%	8%	17%	11%	13%	23%	38%	16%	14%	
No. of Students Aided	3,374	3,433	3,342	3,119	2,954	2,925	2,622	2,054	1,297	1,075
% Students Aided	46	52	52	49	47	53	40	33	26	18
Average Aid per Aided Student	2,057	1,873	1,746	1,626	1,554	1,388	1,259	1,169	541	551
% increase previous year	10%	7%	7%	5%	12%	10%	8%	6%	4%	
Tuition and Fees	3,000	2,750	2,550	2,350	2,150	1,950	1,950	1,750	935	625
% increase previous year	9%	8%	9%	9%	10%	0%	11%	0%	0%	
Average Net Tuition and Fees Paid per Aided Student	943	877	804	724	596	562	691	581	394	74
% increase previous year	8%	9%	11%	21%	6%	-19%	19%	-11%	-5%	
Total Net Tuition Revenue	15,133,000	12,925,396	11,297,196	10,593,628	9,560,110	8,785,955	9,387,558	8,412,819	4,042,055	3,198,100
% increase previous year	17%	14%	7%	11%	9%	-6%	12%	4%	-1%	
Net Tuition Revenue per Student	2,057	1,837	1,670	1,589	1,453	1,334	1,443	1,362	797	527
% increase previous year	12%	10%	5%	9%	9%	-8%	6%	-2%	-2%	

*Average of fall and spring enrollments **Excludes faculty and staff scholarships ***Estimated

COST OF PENNSYLVANIA continued from page 2

Although some adjustments are made by the Financial Aid Office, "need" is generally considered to be an exogenous variable, determined primarily by an outside objective process. It is the "packaging" of the assistance—the relative proportion of grant and self-help—which: (a) can be changed in accord with University policy; (b) affects the actual cost to the student; and (c) directly impacts the budget. Thus, sought-after students (e.g., top scholars and athletes) may be sought through a package which features very low minimum and (especially) maximum self-help components. Packaging, then, will generally vary according to student attributes and the degree to which the school is willing or able to compete for certain kinds of students with a high grant component package.

The distribution of aid can also vary according to such factors, for example, as freshmen vs. upper division; undergraduate vs. graduate/professional; or even by school or academic program. Pennsylvania does not currently distinguish between freshmen and upperclass aid, except that higher living costs are generally assumed for upperclassmen. The proportion of need met in the form of a grant remains the same for an aided student throughout the undergraduate years, altered only by changes in total costs and/or in the expected student/family contributions, both of which affect the overall estimated need. For a variety of reasons, however, including the decreasing chances of dropping out and the generally assumed greater personal (as opposed to "societal") return to higher education at the junior and senior years, such a policy might be reexamined.

At the graduate and professional levels, "need"—i.e., a calculation of costs minus an expected parental contribution—is less considered. The average grant aid to graduate students is large, as is the proportion of students aided, although here the distinction between tuition rebatement as a job compensation for a teaching assistant and a budgeted tuition grant become difficult to separate. Some institutions are moving either toward a consideration of parental income or simply toward a greater reliance on loans at the graduate and professional levels.

Finally, aid could be distributed to some degree in recognition of capacity in various schools or programs. For example, the actual marginal cost of educating a student in an underenrolled program is very low and might, at least in the very short run, support a high grant policy for students in that school. Such a policy, however, is certainly neither fiscally nor educationally a wise long-run solution.

EVALUATION OF RESIDENCE PROGRAMS

A committee, advisory to the Provost, has been appointed to review and to evaluate all residential programs coordinated by the Office of the Vice-Provost for Undergraduate Studies.

The membership of the Committee to Evaluate Residential Learning Programs includes: Dr. Erling Boe (Chairman); Dr. William H. Davenport, member of Faculty Senate's Committee on Students; Wendella Fox, tutor and Advisor/Coordinator for Black Students; Ron Gutkowski, student and Quadrangle counselor; Arthur M. Larrabee, Esq., a University Trustee; and Gerald L. Robinson, Executive Director of Personnel Relations and former Dean of Residential Life.

OF RECORD



GRIEVANCE MECHANISM FOR ALL NONACADEMIC STAFF NOT COVERED BY COLLECTIVE BARGAINING AGREEMENTS

The following is the grievance procedure for all nonacademic staff of the University of Pennsylvania not covered by collective bargaining agreements. It is to be effective immediately and will be subject to review after one year.

In revising the grievance procedure to its present form, many suggestions from the University community were seriously considered and some were incorporated in changes which should be noted. First, and perhaps most important, is the broadened scope of the policy. Whereas it originally covered only complaints regarding equal opportunity principles, the policy now is designed to cover a broader range of grievances. Second, a clause has been added to protect the employee making the complaint which states that he or she shall not have any change of position or working conditions imposed pending a decision of the grievance. Finally, to ensure campus-wide representation on the list of candidates to serve on the Complaint Appeal Panel, the Vice President for Management will consult with a wide range of campus groups such as the Administrative Assembly, A-3 Assembly, Black Faculty and Administrators, Women for Equal Opportunity at the University of Pennsylvania, Librarians Assembly, and the Grammateis Organization.

There was some concern expressed about the complexity of the grievance procedure and the length of time involved in getting a grievance resolved. The key factor to be noted here is that the entire procedure will be monitored and coordinated by the Office of Equal Opportunity. The Equal Opportunity representative will have the responsibility to see that the complaint review moves as quickly and smoothly as possible through the designated management channels.

Finally, an effective grievance procedure must achieve two aims. It must provide an efficient and equitable mechanism to hear and resolve individual allegations of unfair treatment in personnel matters such as compensation, promotions, work assignments, and the like. It must also serve to sensitize management to those issues, especially regarding sex and race bias, which can be expected to underlie many individual grievances, and to effect fundamental changes in management policies and procedures which are discriminatory or otherwise unfair to employees.

Any grievance procedure which explicitly bypasses normal managerial responsibility and accountability cannot possibly achieve this second aim. Only by requiring supervisors to account to their supervisors for unresolved employee grievances can managerial problems be fully revealed and changes made.

It is hoped that this new procedure will meet the needs of all University employees and provide them with the means necessary to ensure equitable settlement of their grievances.

ELIOT STELLAR, Provost

PAUL GADDIS, Vice President for Management

GRIEVANCE MECHANISM FOR NONACADEMIC STAFF

There are several means by which employee grievances may be resolved. The first and most preferable is through some sort of informal process. Certain members of the University community are well equipped to facilitate informal discussions of employment difficulties among other matters. However, there will be a few cases which cannot be resolved on an informal basis. A formal grievance procedure has therefore been established to be utilized in these instances. It is a mechanism for securing a resolution as quickly as possible that will be equitable to both the employee and the University. The following procedure is applicable for all types of grievances and for all University employees except teaching staff and those covered by collective bargaining agreements:

1. *Informal review.* It is expected that employees' grievances will first be discussed with their supervisors. The Office of the Ombudsman, the Equal Opportunity Office, and the Personnel Office, among others, are well equipped to facilitate such discussions.
2. *Formal complaint.* If informal processes prove insufficient to resolve the grievance, the complainant may request the Office of Equal Opportunity to initiate a formal review. This review is initiated by a *Complaint Summary* submitted to the Personnel Office by the Office of Equal Opportunity. The Complaint Summary shall include the following:
 - (a) a summary of the complaint;
 - (b) a summary of the steps taken to resolve the matter through discussion with the employee's immediate supervisor and any other informal mechanisms pursued;
 - (c) a summary of any factual information deemed by the Administrator of the Office of Equal Opportunity to be appropriate and necessary to further consideration of the issue.

Pending a decision in any such matter, the employee involved will not have any change in position or working conditions unless such a change is mutually agreed upon by the employee and the Personnel Office.

Complaint Summary Preparation

The Administrator of the Office of Equal Opportunity will prepare the Complaint Summary in consultation with the complainant and his or her immediate supervisor, both of whom will attest to the accuracy and sufficiency of the Complaint Summary by affixing their signatures to the summary and three copies. The Complaint Summary shall be forwarded by the Administrator of the Office of Equal Opportunity and to the Executive Director of Personnel Relations; signed copies shall be retained by the complainant, the immediate supervisor, and by the Office of Equal Opportunity.

3. *Formal review.* The Executive Director of Personnel Relations or his designee shall attempt to resolve the grievance through consultation with the complainant and all relevant administrative officers, up through administrative channels to include the appropriate Senior Administrative Officer who shall be either the Dean of a school, the Vice President for Business and Financial Affairs, the Vice President for Development and Public Relations or the Vice President for Facilities Management and Construction. The President, the Provost, the Vice President for Management, and the Vice President for Health Affairs shall be considered the Senior Administrative Officers for their respective immediate office staffs. The Vice President for Management shall be considered the Senior Administrative Officer of any unit not clearly covered by the Senior Administrative Officers listed above. The Executive Director of Personnel Relations shall determine the appropriate Senior Administrative Officer.

Within a maximum of 15 working days after receipt of the Complaint Summary, the Executive Director of Personnel Relations, with the concurrence of the appropriate Sen-

ior Administrative Officer, shall report back to the Office of Equal Opportunity either that the grievance has been resolved to the satisfaction of the parties concerned or that a special Complaint Appeals Panel has been formed according to procedure #4, below. The letter or memorandum to this effect shall be signed by the Executive Director of Personnel Relations and the appropriate Senior Administrative Officer, and copies shall be sent to the complainant and the immediate supervisor. All efforts shall be made by all relevant parties to resolve the grievance at this level.

4. *The Complaint Appeals Panel.* If a grievance cannot be otherwise satisfactorily resolved, the Executive Director of Personnel Relations will submit a written request to the Office of Equal Opportunity for the establishment of a Complaint Appeals Panel. The panel will be composed of three employees of the University who hold non-temporary positions. One member shall be named by the appropriate Senior Administrative Officer; one by the complainant; and one by the first two from among a list compiled and maintained by the Vice President for Management. To ensure campus-wide representation on the list, the Vice President for Management will consult with campus groups and receive their recommendations. The list will at all times contain at least 10 persons who have agreed to serve in this capacity.

The Administrator of the Office of Equal Opportunity or a designee from that office will serve as secretary to the Complaint Appeals Panel. The Secretary shall arrange the time and place of meeting, secure documents and other supporting materials, arrange for tape recording of oral testimony, and otherwise facilitate the work of the panel.

The Complaint Appeals Panel will receive testimony from the complainant and from the complainant's immediate supervisor or from any other administrator designated by the appropriate Senior Administrative Officer, as well as from other witnesses requested by the Panel. All oral testimony will be tape recorded. All written submissions will be included in the record. Either side may be represented by legal counsel at its own expense.

5. *Recommendations of the Complaint Appeals Panel.* Upon conclusion of its inquiry, the Panel will submit to the Administrator of the Office of Equal Opportunity its written findings of fact and recommendations, together with any minority views from the panel. The Administrator of the Office of Equal Opportunity will then forward all documents to the Provost or to the Vice President for Management (as determined by the Executive Director of Personnel Relations in the event of questions) within not more than 10 working days of receipt of the Panel's findings and recommendations. The Provost or the Vice President for Management will act on the recommendation within 5 working days, and will in writing so inform the Administrator of the Office of Equal Opportunity, who will in turn inform all other relevant parties, including the complainant, the immediate supervisor, the Senior Administrative Officer, the Executive Director of Personnel Relations, and the members of the Panel.

The nature of the complaint will determine the nature of the solution available to the Panel. For example, the failure to promote or appoint the complainant to a position subsequently filled by another person will normally lead to a recommendation that the complainant be appointed or promoted to the next equivalent and appropriate position as stipulated by the Panel. On the other hand, Panel findings on dismissal or non-renewal of contract, denial of promotion, job classification or general working conditions should lead to a recommendation to the Provost or Vice President for management for immediate redress.

6. This policy is to be made effective immediately, subject to review at the end of one year.

DEATHS

MANFRED ALTMAN: 1923-1973



Dr. Manfred Altman, Professor of Mechanical Engineering and director and founder of the National Center for Energy Management and Power, died on February 24 at the age of 49. During his 12 years as a member of the Towne School faculty, he led advances in engineering research and education, particularly in the fields of energy conversion and in training engineers "who can produce integrated solutions at the design level with everybody . . . getting into the act."

Dr. Altman came to Penn from the General Electric Company, where he had been head of the space power planning operation and had worked on nuclear reactor design. In 1962 he was appointed director of the Institute for Direct Energy Conversion, which was established at the University by a grant from NASA for training pre-doctoral candidates in researching alternate sources of electrical power and energy storage. In 1968 the multidisciplinary program began the Minicar project, funded by a U.S. Department of Transportation Grant. The research resulted in a low-pollution automobile with a hybrid power plant; Philadelphia had planned to test the cars in Center City but federal transit officials dropped the project in favor of mass transit systems.

As Director of Science and Technology Utilization at the Center for Urban Research and Experiment, Dr. Altman sought further to broaden technological approaches to urban development. In 1971, the original Institute for Energy Conversion became the research core of the National Center for Energy Management and Power. Research in new power sources, transportation systems and ways to cut down waste and pollution are among the Center's projects. Most recently, a research group under Dr. Altman's direction designed two air-conditioning systems using thermal energy to store coolness at night and thus reduce power drains during the day.

Dr. Altman was graduated from Newark College of Engineering and received his master's and doctoral degrees from New York University. He chaired several committees of the American Society of Mechanical Engineering and was a member of the Presidential Panel on Energy Resources, among other governmental committees. The author of many articles and co-author of a textbook, *Elements of Direct Conversion*, Dr. Altman served as editor-in-chief of the *Advanced Energy Conversion Journal*.

Dr. Altman is survived by his daughter Deborah and his son Thomas. The family requested in lieu of flowers that contributions be made to the College of Engineering and Applied Science, where a Towne School scholarship fund has been established in his memory; these may be addressed to Dean Arthur Humphrey.

DR. JOHN BRANSFIELD (February 3 at 85), M '13, Emeritus Professor of Oral Surgery and former president of Doctors Hospital. Dr. Bransfield had been chief of surgery at St. Ag-

TO THE UNIVERSITY COMMUNITY:

It appears evident from the Administration's Implementation Report that audio-visual affairs (recommendation #86) will remain experimental in nature and continue to depend on uses in the medical fields, where money seems to be more freely available. The needs of our nonmedical faculty and all our students are not being responded to—those who:

- 1) use A/V equipment irregularly for teaching and learning;
- 2) do not want "packaged programs", which support the fear of teacher replacement by machines;
- 3) use A/V resources as they use the printed resources of the libraries—individually and selectively and as supplementary material;
- 4) missed a lecture or guest speaker and need to review that material;
- 5) grasp the potential of A/V media in theory, yet need a place to work and experiment with it.

The Language Laboratory, since 1970, has attempted to respond to these and many other educational needs but we have done so with a limited budget and limited official support. We looked to the Development Commission as an avenue to correct these shortcomings; before February 14, our hopes were high and justified. Now our role as an A/V resources center will need to end, unless the complexity and misunderstandings of audio-visual affairs can be quickly organized, explained and corrected.

To do so, your input to our Provost and/or President is requested. They must be informed by our faculty of the need for A/V resources and of the expanding services role this facility has played and desires to continue to play.

What the Language Laboratory does after July 1, 1973, depends on the Provost and what he does now depends on you. I hope you see the urgency of this and can help.

E. C. van Merkensteijn,
Director of the Language Laboratory

nes, St. Vincent's and the American Oncologic hospitals and developed with Dr. G. M. Dorrance a reparative operation for cleft palate. He joined the faculty of the Graduate School of Medicine in 1945 and later lectured in oncology and taught oral surgery at the Dental School.

DR. HENRY U. HOPKINS (February 10 at 72), M '28, Emeritus Professor of Clinical Medicine. An internist specializing in diseases of the chest, he held appointments in the School of Medicine since 1930.

DR. WALLACE M. McNABB (February 12 at 78), Gr '26, Emeritus Professor of Chemistry, and a member of the department for 44 years. During his career at the University, Dr. McNabb served on the executive committee of the College and the College for Women and was past chairman of the admissions committee of the Evans Dental Institute. An analytical chemist, he acted as consultant to several corporations including the U.S. Air Force.

FREDERICK M. WORLEY (January 16 at 75), W '21 G '24, Emeritus Associate in Finance. He joined the Wharton faculty in 1921 while a candidate for the master's degree and held appointments there until 1968. Mr. Worley, a naval aviator in World War I, taught naval navigation to Navy pre-flight students here during World War II and was also a research associate of the Federal Reserve Bank at that time.

JOB OPENINGS

ADMINISTRATIVE ASSISTANT I for a medical area. Maintains unit accounts for state audit and coordinates shipping and ordering of supplies. Administrative liaison, patient contact. *Qualifications:* Good typing, accounting experience. *Salary Range:* \$6100-\$7000-\$7900.

ASSISTANT TO THE DIRECTOR to be responsible for the management and administration in the various basic facilities of the Institute of Neurological Sciences, including supervision of personnel, budgets, purchasing and flow of work. *Qualifications:* Graduation from a recognized college or university with at least 2 years of administrative experience. Ability to supervise work of others and coordinate various functions of the program. Typing and bookkeeping skills required. *Salary Range:* \$8600-\$10,600 (midpoint).

COORDINATOR OF STUDENT AFFAIRS to be responsible for the operation and management of the Office of Student Affairs and Financial Aid in the Dental School. *Qualifications:* Graduation from a recognized college or university. Several years' experience in the area of financial aid desirable. *Salary Range:* \$8600-\$10,600 (midpoint).

CYTOLOGY TECHNICIAN (botanical) to work on research project. *Qualifications:* Six months of specific training in cytology; at least 4 years' direct experience as a cytology technician using plant tissues. *Salary Range:* \$7700-\$9700.

FACILITIES INFORMATION SYSTEM MANAGER to direct the work of professional and technical personnel in designing and maintaining a comprehensive facilities information system in conjunction with physical development of the campus. *Qualifications:* Familiarity with statistical methods and techniques as well as knowledge of information systems for physical development and management. At least ten years' supervisory experience in a similar institution. Graduation from a recognized college or university with a graduate degree in statistics or computer sciences, or candidate for a graduate degree. *Salary Range:* undetermined.

HISTOLOGY TECHNICIAN I for processing of animal and human temporal bones histo-pathologically and general assistance in physiological research. *Qualifications:* Formal training and experience in histological techniques. *Salary Range:* \$5200-\$6450.

FROM THE BENEFITS OFFICE:

NEW HOURS

The Personnel Department is moving to improve benefit services for faculty and staff. As part of this effort the personnel benefits section has been reorganized and a new schedule of visiting hours has been set up:

Without appointment: 9 a.m. to 12 noon, Monday through Friday.

Appointment only: 1 p.m. to 4 p.m., Monday through Friday.

Afternoon appointments may be made with the receptionist, Mrs. Julia Mathias, Ext. 7281.

BLUE SHIELD COVERAGE

If you have Blue Shield family coverage for you and your spouse with no dependent children and do not wish maternity benefits, the monthly premium paid by you or the University (as the case may be) should be \$4.63.

The monthly premium for full family coverage for Blue Shield is \$6.44. Therefore, for each subscriber with full family coverage who has no dependent children and is not interested in maternity benefits, a saving of \$1.81 could be realized.

May we suggest that if your situation is as described above you call the Benefits Office (Ext. 7281) to make arrangements to have the premium reduced.

Kathryn B. Clark,
Personnel Benefits Officer

JUNIOR ACCOUNTANT for a business office on campus. *Qualifications:* Graduation from business school with an accounting specialty or two years' college with accounting background. At least two years' experience. *Salary Range:* \$5800-\$7300.

JUNIOR MECHANICIAN for an academic department on campus. *Qualifications:* Ability to operate power and hand tools. Ability to lift heavy materials and do strenuous work at times. *Salary Range:* \$5000-\$6250.

NURSE/TECHNICIAN—VETERINARY. Supervision of the care of all hospitalized animals. *Qualifications:* Knowledge of general nursing care of animals, ability to supervise other personnel. Prefer registered nurse or previous animal nursing experience. *Salary Range:* \$7300-\$9400.

PROGRAM COORDINATOR (External Affairs) to be responsible for administration of the University Year for Action Program. *Qualifications:* Graduation from a recognized college; prefer experience in Vista and/or Peace Corps. Knowledge of city and federal government programs. Ability to work with students and faculty. *Salary Range:* undetermined.

RESEARCH LABORATORY ASSISTANT (Part-time 3 days a week) for tissue culture and animal work in a research laboratory. *Qualifications:* Prefer college degree in chemistry or biology. *Salary Range:* \$3000 (part-time).

RESEARCH LABORATORY TECHNICIAN II for biochemical assays in a collagen biochemistry laboratory. Working with small lab animals. *Qualifications:* B.S. in chemistry, biochemical laboratory experience. *Salary Range:* \$6100-\$7900.

RESEARCH LABORATORY TECHNICIAN III to work in tissue culture, histology, electron-microscopy and careful record keeping. *Qualifications:* B.A. or B.S. (prefer biology major). *Salary Range:* \$7000-\$9100.

RESEARCH TECHNICIAN I for a clinical laboratory working with patients. *Qualifications:* Graduation from a medical technology program and experience in a manually operated laboratory. *Salary Range:* \$5200-\$6450.

RESEARCH SPECIALIST III for a research laboratory working with radioisotopes and clinical chemistries. Coordination of laboratory activities and clinical studies. *Qualifications:* Master's degree in biochemistry or chemistry and/or chemical engineering. Minimum of two years' experience in laboratory procedures. *Salary Range:* \$11,400-\$17,000.

SECRETARY I for a business office on campus. *Qualifications:* Excellent typing and clerical ability. Light shorthand. Some experience preferred. *Salary Range:* \$4400-\$5400.

SECRETARY II (6) 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 (3) *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.

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.

HIRE A SCHOLAR THIS SUMMER

The Office of the Vice Provost for Undergraduate Studies is compiling a summer job list for the Benjamin Franklin Scholars. These students, all currently freshmen, are first-rate academically and should be an asset to any project. If you are hiring students for the summer, or know of summer jobs of educational value, please contact Martha Ledger, Administrator of the BF Scholars program, in 106 CH, Ext. 6081.

SEARCH FOR ANIMAL BIOLOGY CHAIRMAN

The present chairman of the Department of Animal Biology, School of Veterinary Medicine, Dr. R. E. Davies, has indicated his firm desire to retire as chairman, effective June 30, 1973, after twelve years in this position. Therefore, the Search Committee for Chairman of the Department of Animal Biology would like to receive the views and suggestions of the University community as to a possible successor to the present chairman.

Please communicate your views in writing to the Committee before March 31, 1973. If you wish to speak before the Committee on this subject at our next meeting, please inform my secretary, Miss Carol Vecere, at Ext. 8843.

—David S. McDevitt,
Chairman of the Search Committee

RETURN OF DR. DALE

I am very happy to advise that Dr. Ernest Dale, Adjunct Professor of Management, has returned to the Department after recovering from a serious illness.

He will in effect become the Management Department's "scholar in residence," making himself available for consultation and assistance to students at the undergraduate, MBA and Ph.D. candidacy levels. Dean Carroll sees his return as an admirable opportunity for providing "one-to-one" assistance to students writing theses and advanced project papers, and I expect moreover that many of our students will sign up for independent study with him.

In the near future he proposes also to bring to our campus the very significant Dale Library which covers the entire history of management and which will become a prime resource for interested students and faculty.

Dr. Dale will be with us Tuesday through Thursday each week in his office at W-156 Dietrich Hall. We are very proud to have such a distinguished scholar and teacher return to our Department.

—Edward B. Shils,
Chairman, Department of Management

COUNCIL Continued

Council voted to refer four recommendations to the Academic Planning Committee, which will take them up after the Council Steering Committee ranks them in priority. They are recommendations 48 (Morgan State Project); 69 and 71 (to create an Office of International Affairs); and 72 (to establish an Office for Cooperative Educational Exchange).

Four others originally included in the motion to refer to Academic Planning were recommendations 89, 90, 91 and 92 relating to visual environment and the arts. They were dropped after debate on having them referred to Council's Committee on Facilities and the Joint Subcommittee on University Life. No formal action was taken.

Since recommendations 21, 22, 23 and 25 are being studied by a special Senate subcommittee, Council voted to defer discussion of them until after that subcommittee reports to Senate on April 23.

The recommendations referred by the Steering Committee to standing Committees of Council were:

Recommendations 16 and 17 to the Committee on Recreation and Intercollegiate Athletics.

Recommendations 29, 31, 32, and 33 to the Educational Policy Committee. The Steering Committee also held for its later response recommendations 27, 28, 30, 34, 35, 54, 58, 60, 64, 70, 75, 76 and 87. (Refer to the Development Commission Report, *Almanac* special issue of January 29, for text of recommendations.)

At another special meeting March 7, Council will take up undergraduate education proposals, the Black Presence report, and recommendations on educational living patterns and related topics (78, 79, 81); libraries, audio-visual and computer resources (82-86 and 53); cooperative programs and continuing education (50, 51, 74, 55 and 59 among them). Priorities for specific uses of new capital funds (94) are also on the agenda.

The next regular meeting will be March 21 (not March 14, which falls during the spring break).

NEWS IN BRIEF

SUPPLEMENT TO RETIREMENT INCOME

After studying the adverse effects of inflation on the fixed retirement allowances of many former personnel, the University has adopted a Supplemental Retirement Allowance Plan which will pay gratuities to some 450 retired personnel this month.

The Trustees have approved the Plan for the year 1973 and it is subject to renewal a year at a time, according to Gerald L. Robinson, Executive Director of Personnel Relations.

The plan covers only those retired before 1969, and only those in the four "fixed allowance" retirement plans: Employees Retirement Plan, Past Services Allowance Plan, Carnegie Foundation Allowance and Special Pension Allowance. It does not apply to those in TIAA-CREF, which is not a "fixed allowance" plan.

Amounts of the gratuities vary widely, figured on the rate of the cost-of-living rise since the year of retirement. Thus those who retired in 1948 would receive 1973 gratuities representing some 75% of the fixed allowance, while those who retired in 1969 would receive 15%.

"We are aware that such a plan cannot solve all the problems of inflation," Mr. Robinson told the recipients in a cover letter, "but the enclosed check should help lighten the load."

JUSTICE DOUGLAS: MARCH 8

The Hon. William O. Douglas, Associate Justice of the U. S. Supreme Court, will speak on "Points of Rebellion" in the Connaissance Lecture Series at 8 p.m., Thursday, March 8, in Irvine Auditorium.

DEMOGRAPHY COLLOQUIUM: MARCH 9

Charles F. Westoff of Princeton, Executive Director of the Commission on Population Growth and the American Future, will speak on his Commission's experience of the contributions of social science research to population policy formation this Friday at 2 p.m. in the Demography Library reading room, 484 McNeil. The Graduate Demography Club and Graduate Group in Demography are sponsors.

MARCH BLOOD DRIVES

The HUP blood donor campaign is now open to faculty and staff. This month, the bloodmobile will be at:

Grad Tower B	March 7	2 p.m.-7:30 p.m.
Houston Hall	March 21	10 a.m.-5:30 p.m.
Christian Association	March 29	10 a.m.-5:30 p.m.

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