

# Almanac

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## Careerways II: March 19, 20

The University's second spring conference for women now employed, for women who are returning to work or who are looking for their first jobs will be held at Annenberg Center today and tomorrow (see program, page 8). Dr. Bernice Sandler of the American Association of Colleges will give the keynote address this morning on "The Status of Women"; Caren Blazey will lead a seminar on "Women's Legal Rights and How to Use Them" following Dr. Sandler's talk.

Twenty firms from the Delaware Valley and representatives from government agencies and educational institutions have taken booths at the conference, where women will be able to present resumes or schedule interviews. The program will also combine practical and theoretical discussions of job advancement, new fields of work for women and opportunities and methods for making the most of a career.

University employees who would like to attend Careerways II sessions are asked to request release time from their supervisors. Penn ID cards are needed for waiver of the \$1 registration fee.

Earlier this month, the Provost sent the following note to deans, directors and budget administrators:

On March 19 and 20, the University will be hosting a career conference for women called CAREERWAYS II. More than 1500 women from the Delaware Valley are expected to participate during the two days. The program will include speakers, seminars, workshops, and job interviews at Annenberg Center.

The conference is intended to familiarize women with employment opportunities in business, industry, government, and higher education. By hosting this conference, the University is affirming its commitment to and support of career advancement opportunities for women.

I hope that all of our deans, directors, and business administrators will find it possible to excuse interested women for some portion of the time during the two day CAREERWAYS II conference. I recognize that not all women staff members can attend at the same time; however, I am asking your cooperation in allowing participation to whatever extent is possible and consistent with our operating needs.

Thank you for your support.

## CHEMISTRY DEDICATION: MARCH 23

The new \$10 million Chemistry Building will be dedicated Saturday at 11 a.m., with Dr. George S. Hammond, Vice Chancellor for Natural Sciences at the University of California at Santa Cruz, as guest speaker.

The new facility at 34th and Spruce, primarily for interdisciplinary research, was funded by \$6.2 million from the General State Authority and \$3.8 million from other sources: \$2.1 million from the last capital campaign, and other support from NSF, DuPont Company, Merck & Company Foundation, Gulf Oil Foundation, and Celanese Foundation, Inc.

## THE BUDGET SYSTEM OF THE UNIVERSITY

The article on the University's budget system (*Almanac*, February 26, 1974, Vol. 20, No. 24) contained a section headed **GENERAL INCOME** that purported to show the make-up of the class of income in the year 1972-73. Unfortunately, an earlier set of data was used in this table and not the final set, so that there is a discrepancy between the General Income in the article and in the budget tabulations by schools and centers which follow it. The actual make-up of the allocated General Income for 1972-73 is as follows:

Commonwealth of Pennsylvania	
Part of allocation to the School of Medicine	\$ 2,684,000
Part of allocation to the School of Veterinary Medicine	1,764,000
Part of allocation for student aid	3,206,000
Part of allocation to the University Museum	100,000
Part of allocation for the net cost of instruction	6,072,000
<i>Total</i>	\$13,826,000
Return on Unrestricted Endowment	\$ 681,000
Return on Temporary Investment Fund	1,129,000
Unrestricted Alumni Giving (net of expense)	1,635,000
Return on Unrestricted Scholarship Endowment	2,056,000
Overhead Recovery from Restricted Funds	1,243,000
Miscellaneous General Income	2,837,000
<i>Total General Receipts</i>	\$23,407,000
University Space Subvention to Responsibility Centers	4,202,000
Indirect Cost Centers	2,915,000
<i>Total Available for Allocation</i>	\$30,524,000

In the two tables headed **SUMMARY OF THE BUDGET** (1972-73 and 1973-74) the entry titled *Allocation from the general income* should more properly be called *Additional general income*. This figure, when added to the Commonwealth appropriation, gives the total General Income available for allocation to the responsibility centers.

—John N. Hobstetter

## Are These Our Academic Priorities?

The 1972-73 financial statements of the several responsibility centers, as published in *Almanac* (Feb. 26, 1974), now make available definitive information on the levels of University support for individual schools last year. As indicated below, these levels varied greatly among schools. Up until the present year subventions have been calculated *ex post*, as the residuals required to balance each school's budget after a share of central overhead costs has been allocated and charged, together with direct and assignable indirect costs, against the school's revenues from tuition, grants, endowment and gifts.

The present intention of the administration is to utilize University support in a purposive way to control costs and to implement academic priorities. A beginning was made in this direction in the current fiscal year, and further steps are incorporated in the 1974-75 budget directives which have recently been sent to the deans. While I support the administration's intention, I find that the cumulative two-year changes represented by the proposed 1974-75 levels of University support reveal a pattern of academic priorities that mystifies me.

In the accompanying table the columns headed "Support of Assignable Costs" indicate that University support in 1972-73 was generally sufficient to write off the charges against the individual schools for general administration and general expense. The only exceptions were Medicine, Wharton and SAMP, which made some small contribution out of their earned income. Other schools received, in addition, support for costs clearly assignable to their own operations—e.g., wages and salaries, current expense, operations and maintenance cost for building(s) occupied, a major portion of costs of the school library. This support ranged from under 10 percent of the school's earned revenues for Engineering and Nursing to over 20 percent for Annenberg, GSAS, Veterinary Medicine and Fine Arts. However, it is misleading to include GSAS and Veterinary Medicine in the high subvention category. The support for GSAS would become relatively modest if this school were not charged with the compensation of Benjamin Franklin Professors—a cost which might more appropriately come out of general University income. In the case of Veterinary Medicine, support of assignable costs came entirely from the Commonwealth appropriation, with just enough from the University's unrestricted funds to write off charges for general administration and general expense.

Such large divergences in support of assignable costs are difficult to justify in terms of academic judgments. In several cases the two-year cumulative changes in the support proposed have the effect of reducing certain of the more extreme divergences. Thus, support for Wharton and SAMP, which received no subvention of assignable costs in 1972-73, is to be raised somewhat, while Annenberg, with the highest percentage subvention in 1972-73, is to receive reduced support.

However, the most striking changes cannot be explained in these terms and must be presumed to reflect academic judg-

ments. The Medical School, which received no support of its assignable costs in 1972-73, is asked to absorb a cut of very substantial magnitude. This would leave the school its designated share of the state appropriation as a partial offset against charges for general administration and general expense, but would virtually wipe out any support from funds over which the University exercises discretion. The planned reduction in support for the Veterinary School is of similar magnitude and would similarly eliminate any discretionary University support. If these schools continue to bear the \$5½ million charged them in the 1973-74 budget for general administration and general expense, they must do so out of their state appropriations and, in the case of Medicine, must make a further contribution of over \$1,000,000 out of earned income.

The Dental School—with below average percentage support in 1972-73—is to be cut substantially, while the Nursing School with very low support in 1972-73 is also cut by an amount which is very substantial in terms of its revenue or costs.

In the health areas only Dental Medicine will receive any support of assignable costs for the University's discretionary funds in 1974-75; and—assuming revenues and charges for general administration and general expense at the 1973-74 budgeted level—this will amount to 5 percent or less of earned revenue. Engineering will receive a similar level of support, while Wharton will find its increased support insufficient to cover the increased charges for central overhead and so will contribute a modest portion of its earned income toward these costs. After the transfer of the social science departments to the Faculty of Arts and Sciences, it is predictable that Wharton will find itself in the Medical School's position of making very large contributions from its earned income in support of general administration and general expense.

Annenberg will continue in 1974-75 to receive support of assignable costs amounting to more than 20 percent of earned income, and the Law School will be promoted to second place with support in the neighborhood of 20 percent, unless revenues are considerably higher in 1974-75 than the budgeted figure for 1973-74. Of the remaining schools, the College, Education, Social Work and GSAS (after adjusting for the compensation of Benjamin Franklin Professors) will receive support of assignable costs somewhat under 15 percent of earned income, while Fine Arts may get a little over 15 percent.

It should be noted that the "liberal arts core" of the University has not benefited greatly from the cut of \$1½ million in the health areas or the further cut of about half a million in responsibility centers not shown in the table. The main beneficiary has been the University's contingency fund and (to the extent that funds so reserved need not be used for contingencies) the Academic Development Fund. The College has benefited indirectly in that the financial burden of

above-average aid packages for special admissions students, who take most of their courses in the College, has been transferred from the school to the general University level; but this is in the nature of correction of an inequity.

It should further be noted that the budgeted 1973-74 charges against the 14 schools for central overhead are \$2 1/4 million higher than the 1972-73 figures, and further increases may be anticipated for 1974-75. Thus, it is virtually certain that all schools except Law will receive lower subvention of assignable costs in 1974-75 than in 1972-73.

Do the two-year changes in University support implicit in the 1974-75 budget guidelines represent an implementation of our academic priorities? Does the decline of \$1 1/3 million in support for the health areas exemplify the workings of the principle of selective excellence? On what grounds is it judged that the school of Medicine and—after the departure of the social sciences—the Wharton School should make very large contributions out of their earned income in support of general administration and general expense, while all other schools are forgiven the essentially arbitrary charges against them for this purpose? On what grounds is it judged that the Law School and Annenberg should receive, in addition, support of their assignable costs in the neighborhood of 20 percent of their earned revenues? Is this the advice of the Academic Planning Committee or of any other recognized University body with systematic faculty input?

It will be recalled that the University Council, in discussing the Development Commission recommendations 32 and 33, which deal with the establishment of criteria for implementing a policy of selective excellence, adopted a resolution to en-

dorse subparagraphs (a), (b), and (c) in Section 5.1 of the Educational Policy Committee Report:

- (a) That all departments, graduate groups, and program units have the opportunity to comment on these criteria and to make suggestions to the Council and to the Provost for their possible revision or for alternative procedures;
- (b) That under whatever criteria or systems of evaluation are used, all departments, graduate groups, and program units have full opportunity to present their case to an appropriate faculty committee for strengthening, retention, or other desired action;
- (c) That great care be taken in the selection of members for any committee charged with defining core areas of the University or with applying evaluative criteria to particular departments, graduate groups, and program units. Such actions go to the heart of the educational process in the University and therefore necessitate faculty input in the selection of any such committee to insure that it can provide representation for all parts of the University.

It is regrettable that the Council's advice of a year ago has not been acted upon and that reallocations of such magnitude have been undertaken without establishing an appropriate faculty body charged with review of the implementation of the principle of selective excellence. It is particularly unfortunate that at this critical juncture a joint subcommittee of the Academic Planning and Budget Committees, which was charged with proposing specific criteria for the setting of subventions or budgetary targets, has been inoperative for the last three months because of the failure to replace its chairman, Lawrence Klein, who is currently on leave.

—Jean Crockett, Professor of Finance

### REVENUES, COSTS AND UNIVERSITY SUPPORT, BY SCHOOL, 1972-73

(Dollars in Millions)

SCHOOL	REVENUE	DIRECT COSTS	CHARGES FOR GEN. ADMIN. PLUS GEN. EXP.	UNIVERSITY SUPPORT*			
				TOTAL	SUPPORT	SUPPORT OF ASSIGNABLE COSTS**	
College & CW	21.269	20.716	2.492	5.686	26.7	3.194	15.0
Engineering	6.860	6.778	.690	1.103	16.1	.413	6.0
Education	2.234	2.376	.248	.670	30.0	.422	18.9
Fine Arts	2.644	2.685	.338	.913	34.5	.575	21.7
GSAS	2.472	3.066***	.330	1.193***	48.3***	.863***	34.9***
Social Work	1.369	1.361	.126	.340	24.8	.214	15.6
Annenberg	.725	.865	.087	.465	64.1	.378	52.1
Law	2.607	2.204	.214	.527‡	20.2	.313	12.0‡
SAMP	.939	.738	.103	.010	1.1	-.093	-.9.9
Dental	6.185	6.197	.629	1.460	23.6	.831	13.4
Medicine	37.615	35.468	3.585	3.346+	8.9	-.239	-.6
Nursing	1.619	1.644	.164	.270	16.7	.106	6.5
Veterinary	6.043	7.177	.707	2.437‡	40.3	1.730	28.6
Wharton	14.944	12.710	1.550	1.509	10.1	-.041	-.3

Source: 1972-73 Financial Statements of Responsibility Centers, *Almanac*, Feb. 26, 1974.

\* Figures on University support do not include the new space allocations, which involve no current expenditure or transfer of funds.

\*\* Total University support less charges for general administration and general expense.

\*\*\* Includes compensation of Benjamin Franklin Professors.

a According to records of the Law School Dean the published subvention for 1972-1973 is too low by \$162,000, because of an overstatement of revenues or an understatement of direct costs. Using the Law School's numbers, the percentage subvention of assignable costs rises to 18.2%. It should further be noted that in the Law School as elsewhere actual costs tend to fall below budgeted, to the extent that budgeted positions are unfilled.

† Includes support from the Commonwealth, as well as University support of \$660 thousand in 1972-73 and (assuming Commonwealth support in 1974-75 at the 1973-74 level) less than \$100,000 in 1974-75.

‡ Includes support from the Commonwealth, as well as University support of \$670 thousand in 1972-73. Assuming Commonwealth support in 1974-75 at the 1973-74 level, no University support is planned in that year.

# COUNCIL

## OPEN MEETING ON ADMISSIONS: MARCH 26

The Council Committee on Admissions and Financial Aid will hold an open meeting next Tuesday from 2 to 4 p.m. in the Franklin Room, Houston Hall. First on the agenda is a subcommittee report on the recruitment of applicants; toward the end of the meeting, the Committee will answer questions or comments on general admissions matters.

## ATHLETICS, RACIAL CENSUS: MARCH 20

*The Steering Committee will present a Faculty Affairs Committee resolution on racial census (ALMANAC 12/18/73), and two resolutions in response to the task force report on athletic policy (ALMANAC 11/13/73):*

*From the Council Committee on Athletics and Recreation:*

**RESOLVED**, That the Council Committee on Recreation and Intercollegiate Athletics concurs in the recommendations of the report of the Task Force on University Athletic Policy, with the understanding that the Committee wishes to give further consideration to the matters of women's intercollegiate athletics, club sports, and the effect of athletics on University relations with the City of Philadelphia.

*From the University-wide Committee:*

**RESOLVED**, That the University Committee on Recreation and Intercollegiate Athletics recommends to the President the approval of the report of the Task Force on University Athletic Policy.

## ACADEMIC PLANNING: MARCH 20

*The following resolution will be introduced with Steering Committee's endorsement:*

*Whereas*, The University Council in 1969 approved a report calling for the creation of an Academic Planning Committee to advise the President in the exercise of his budgetary power; and

*Whereas*, The present members have requested the appointment of two additional faculty members to the Committee in order to assure that its tasks are adequately performed; and

*Whereas*, This request has been endorsed by the President, the Senate Advisory Committee, and the Steering Committee; be it

*Resolved*, Therefore, that the composition of the Academic Planning Committee be amended to include a total of seven faculty members, such change to be effective immediately.

## GRADUATE EDUCATION: MARCH 20

*A lengthy report not available in final form at press time contains a recommendation by Martin Stamm and the Graduate Students' Association Council that there be a task force on graduate education. That report will be introduced March 20, along with the following resolution:*

*Resolved*, That the Steering Committee recommend to the Council the appointment of a task force to consider the structure and future of graduate education at the University; with the understanding that when the new Vice Provost for Graduate Studies and Research is appointed, a sub-group of the Graduate Council will become the continuing body to take cognizance of implementation of task force recommendations; and with the further recommendation that if the new Vice Provost is appointed within the near future, it would be most desirable for that person to be named chairman of the task force with members of the task force to be drawn from the Graduate Council.

*The Steering Committee resolution above is based on an ad hoc subcommittee report which was prepared in response to a draft of the Stamm-GSAC report:*

## REPORT OF THE SUBCOMMITTEE ON GRADUATE EDUCATION

The subcommittee appointed to consider the Stamm proposal for a University-wide task force on Graduate Education has held successive meetings with a group of graduate students, with Dean O'Kane, and with the chairmen of three College departments: Chemistry, English, and History. We have also received communications, written and oral, from a number of other sources.

The subcommittee sought to gather information about the kinds of concerns that lie behind the task force proposal, the existing mechanisms available for dealing with these concerns, and proposals for new mechanisms that might be expected to be more effective than the old ones.

The most urgent concerns of the graduate students with whom we talked centered on items four and seven in the task force proposal: standards for graduate student employment, and channels of communication with faculty and administration. Both of these matters, we were informed, were entrusted to an *ad hoc* Committee on Teaching/Research Fellows/Assistants, under the chairmanship of Dean O'Kane. The O'Kane Committee has by now made recommendations in both areas (*Almanac* January 29).

Of special interest to us was the proposal of the O'Kane Committee that committees be established in departments or other units "to which all matters concerning graduate students could be referred for advice or adjudication, if necessary," and that a University-wide committee be established "that could not only deal with matters the departmental committees could not settle, but serve in general to advise the administration on the problems of teaching and research fellows and assistants." We understand that departmental committees already exist in some departments, and that plans for the University-wide committee are well advanced.

In addition to the O'Kane Committee, there is also direct communication between certain graduate students and Provost Stellar. It appears, therefore, that the most pressing concerns behind the task force proposal are being given serious consideration.

Our subcommittee noted, however, that many questions about graduate education remain unanswered. On the part of students, concern has been expressed about the effectiveness of the new University-wide committee: who will receive its recommendations, and how much impact will they have?

The suggestion has been made that certain Council committees (e.g. Personnel Benefits, Educational Policy, and Student Affairs), or perhaps joint subcommittees, be given clearly defined roles in handling matters that affect graduate students. And student demands such as the list of 14 demands recently endorsed by the Graduate Student Association Council, go well beyond the current recommendations of the O'Kane Committee. There are, besides, the remaining six items in the task force proposal. Our subcommittee did not attempt to arrive at a collective judgment on these many issues; yet we recognized that some of them, especially those in the task force proposal, touch on matters of vital importance to the success of our graduate programs.

Finally, we noted that the unanswered questions about the future of graduate education at Pennsylvania are not being asked only by students. Faculty and administration are also faced with important decisions about organization, planning, funding, and quality control at the graduate level. In our talk with department chairmen we found that basic decisions regarding the size of graduate groups, their standards, and the work loads of teaching and research assistants are commonly made by the graduate groups themselves, with a minimum of intercommunication. The graduate group in History for example, is currently considering a two-year moratorium on the admission of new graduate students; any graduate group, presumably, could consider a similar

action. Moreover, the orientation of the chairmen with whom we talked was definitely toward their own school. They anticipated that the new Dean of the Faculty of Arts and Sciences will be far more helpful to them than the new Vice Provost for Graduate Studies and Research, in planning and financing their graduate operations.

Our conclusion is that the immediate problems in graduate education can be handled more expeditiously by mechanisms already existing or underway than by a task force. But so far as we can judge from our brief inquiry, actions that bear on the more persistent, long-range problems are being taken by departments and schools without the help of a master plan for graduate education. The role of the new Vice Provost, his Council and Committees, in such decisions is far more clear. It seems desirable that the actions of the many particular agencies that are now involved in graduate education be coordinated in the pursuit of University-wide goals. We may decide to wait and see whether the new Vice Provost will be able to clarify these goals and see to their implementation. But surely he will need help; and quite possibly a task force on graduate education will prove to be the best means of giving him the help he needs.

*James Davis*

*Phillip De Lacy (chairman)*

*Martin Stamm*

*Paul Taubman*

## DEATHS

The University lost three active faculty members early this month, two of them in the Wharton School and one in Medicine.

**Dr. Robert D. Eilers** (March 1 at 43) took his MBA and Ph.D. here and joined the Wharton faculty in 1959. At the time of his death he was Professor of Insurance and Health Economics, Director of the Leonard Davis Institute of Health Economics and chairman of the Health Care Systems Unit in Community Medicine. He had been assistant vice provost for student affairs, 1965-68, and from 1963-67 he was assistant director, then director of the S.S. Huebner Foundation for Insurance Education. In 1967 he directed the establishment of the Leonard Davis Institute, which pioneered in multidisciplinary educational programs and research for health care delivery systems. He made several of the early studies in Health Maintenance Organizations and was a consultant for Congressional and HEW groups on legislation of HMOs and national health insurance plans.

**Dr. Edward L. Brink** (March 2 at 55) was an Associate Professor of Marketing, who took his bachelor's, master's and doctoral degrees from the Wharton School and had been on the faculty since 1945. He served as associate director of the Institute for Cooperative Research here and as a Fulbright Professor of Economics at Kings College of Durham University, England. Dr. Brink was one of the nine original incorporators of the Faculty Club and served on its Board of Governors and many of its committees.

**Dr. Joseph P. Atkins** (March 2 at 64) was Professor of Bronchology at the School of Medicine and chief of bronchology, esophagology and laryngeal surgery at Graduate Hospital. He took his M.D. here in 1934 and an M.Sc. from the Graduate School of Medicine in 1941. In addition to his practice at HUP he served at various times on the staffs of many Philadelphia hospitals, including four years as chief of bronchoesophagology at PGH. He was the 1969 winner of the highest award in his specialty, the Chevalier Jackson Award of the American Broncho-Esophageal Association.

In February the deaths of three other members of the University family were reported:

**Cassie Bullock** (February 18 at 69), was in Buildings and Grounds for 24 years until retirement in 1963. Her husband, Cleon Bullock, is on the Faculty Club staff.

**Richard Keith Dentel** (February 17 at 25), a candidate for the M.S. in civil engineering.

**Herbert Smith** (February 10 at 75); he came to Penn as a kitchen man in Houston Hall in 1945, retired in 1965 but continued there part-time until two years ago.

## BULLETINS

### NEH PROGRAM CHANGES

The National Endowment for the Humanities has announced it is discontinuing its one-man research projects program. Beginning this spring support for individual research will be handled as fellowships, not as a part of the research grants program. Applications for one-man research projects being prepared for the next deadlines (May 6 and November 18, 1974) should be submitted instead to the *fellowships division* under its deadlines of June 17 (November notification) or October 15 (March 1975 notification).

Research grants will be awarded only for projects that involve more than a single investigator and/or substantial expenses for research assistants, etc.

### NSF DEADLINES

Deadlines for NSF proposals coming due in the next few months are shown below. The brochures referred to are available for examination in the Office of Federal Relations, 103 Logan Hall.

April 1, 1974. Faculty Fellowships in Science Applied to Societal Problems: for junior college, college and university teachers of science, mathematics or engineering at both predoctoral and postdoctoral levels. Applicants must have at least 5 years' full-time teaching. (Brochure E-74-16.)

April 8, 1974. Decision-Related Research on Technology Utilized by Local Government: for research aimed at helping local governments choose among alternative types of hardware and computer programs for record keeping and management. (Program solicitation NSF 74-4.)

June 30, 1974. Research Management Improvement Program: support for analyses of current management situations, development of plans and models for improved research management and testing and evaluation of management alternatives. Note: Proposals received after June 30, 1974, will not be considered until FY 1976. (Brochure NSF 73-18.)

### SUMMER COURSES OVERSEAS

Applications deadlines have been extended to April 5 for two summer courses in England offered by the history department. History 203, to be held in York May 25 through June 24, involves extensive study of that city's history and work at the Roman, Saxon, Viking and medieval sites being excavated there. Charter flight arrangements for students are tentative; call Dr. Richard Sherman, Ext. 7006, for more information.

"Contemporary British Culture" (History 204), will meet in London and Oxford during the second summer session. Field work entails visits to art galleries and theaters as well as readings in recent literature and psychological and social theory. Travel arrangements in progress.

Students pay their own board and lodging and travel expenses but tuition will be remitted for Penn employees.

## Tell the Bookstore About It

In an effort to break even without reducing service or failing to adopt new forms of service the campus may need, the University Bookstore has undertaken a market research project this spring.

A project team headed by MBA candidate Michael A. Porges will conduct interviews with 200 students, 50 faculty members and 50 members of the staff here.

In addition, any member of the University community is invited to complete and return the following questionnaire. Replies should be sent by April 1 to Merchandise Manager Gerald Ritchie at the Bookstore, 3729 Locust Walk.

*Penn Affiliation: Faculty \_\_\_\_\_ Staff \_\_\_\_\_ Other \_\_\_\_\_*

*Name (optional) \_\_\_\_\_*

1. During book rush in the first week of a semester would you say that the speed and efficiency of cashiers is:

Highly Adequate \_\_\_\_\_ Adequate \_\_\_\_\_ Fair \_\_\_\_\_ Inadequate \_\_\_\_\_

Highly Inadequate \_\_\_\_\_

If inadequate—why or what particularly? \_\_\_\_\_

2. How would you rate the service that you receive from the other employees of the Bookstore and their knowledge about the books you buy?

Highly Adequate \_\_\_\_\_ Adequate \_\_\_\_\_ Fair \_\_\_\_\_ Inadequate \_\_\_\_\_

Highly Inadequate \_\_\_\_\_

If inadequate—why or what particularly? \_\_\_\_\_

3. How satisfied are you with the physical layout, accessibility of goods and services, and convenience of the Bookstore?

Highly Satisfied \_\_\_\_\_ Satisfied \_\_\_\_\_ Dissatisfied \_\_\_\_\_ Highly Dissatisfied \_\_\_\_\_

If dissatisfied—why or what particularly? \_\_\_\_\_

4. How satisfied are you with the availability and selection of nonrequired books?

Highly Satisfied \_\_\_\_\_ Satisfied \_\_\_\_\_ Dissatisfied \_\_\_\_\_ Highly Dissatisfied \_\_\_\_\_

If dissatisfied—why and what particularly? \_\_\_\_\_

5. Not counting the book rush in the first week of a semester, how often do you go to the Bookstore and what products or services do you look for there? \_\_\_\_\_

6. In your opinion are the prices at the Bookstore much Higher \_\_\_\_\_ Somewhat Higher \_\_\_\_\_ About the same \_\_\_\_\_ Somewhat Lower \_\_\_\_\_ Lower Than \_\_\_\_\_ at other stores selling identical goods? \_\_\_\_\_

7. Were you aware that the Bookstore discounts required textbooks to students by 5%? Yes \_\_\_\_\_ No \_\_\_\_\_

8. If the Bookstore promoted a large discount sale on leftover books, how likely would you be to buy books at the sale?

Definitely would \_\_\_\_\_ Probably would \_\_\_\_\_ Might or Might not \_\_\_\_\_  
Probably would not \_\_\_\_\_ Definitely would not \_\_\_\_\_

9. Of the following departments in the Bookstore, which do you patronize *most/least* or which gives you the *most/least* service? (One response, "most", one response, "least.")

Drugs/Supplies \_\_\_\_\_ Plant Shack \_\_\_\_\_ Music \_\_\_\_\_ Gift \_\_\_\_\_ Fine Art Store \_\_\_\_\_  
Tradebook \_\_\_\_\_ Sporting Goods \_\_\_\_\_ Photography \_\_\_\_\_ Stationery \_\_\_\_\_

10. The Bookstore will be expanding in the near future. Of the following, in which area would you most like to see the expansion?

Hardware Store \_\_\_\_\_ Art Supply Store \_\_\_\_\_ Plant Shop \_\_\_\_\_

Discount Dept. Store \_\_\_\_\_ Casual Clothing/Sportswear \_\_\_\_\_

Inexpensive Art Reproduction Gallery \_\_\_\_\_ Other \_\_\_\_\_

11. Do you know where the Dorm Shop is located and what products are sold there?

If NO go to Question 15.

12. How often do you go to the Dorm Shop and what products or services do you look for there?

13. How satisfied are you with the physical layout, accessibility of goods and services, and convenience of the Dorm Shop?

Highly Satisfied \_\_\_\_\_ Satisfied \_\_\_\_\_ Dissatisfied \_\_\_\_\_ Highly Dissatisfied \_\_\_\_\_

If dissatisfied, why and what particularly? \_\_\_\_\_

14. In your *opinion* are the prices at the Dorm Shop Much Higher \_\_\_\_\_ Somewhat Higher \_\_\_\_\_ About the same as \_\_\_\_\_

Somewhat Lower \_\_\_\_\_ Much Lower \_\_\_\_\_ than at other stores selling identical goods?

15. If the Dorm Shop were to devote a section of the store to your needs, what goods or services would be there?

16. The Dorm Shop will be expanding in the near future. Of the following, in which area would you most like to see the expansion?

Hardware Store \_\_\_\_\_ Snack Shop \_\_\_\_\_

Fine Arts Store \_\_\_\_\_ Discount Dept. Store \_\_\_\_\_

Inexpensive Art Reproduction Gallery \_\_\_\_\_

Casual Clothing/Sportswear \_\_\_\_\_ Housewares \_\_\_\_\_

Novelty Shop \_\_\_\_\_ Other \_\_\_\_\_

# OPENINGS

The following listings are taken from the Personnel Office's weekly bulletins, and appear in ALMANAC several days after they are first made available via bulletin boards and interoffice mail. Dates in parentheses refer to publication of full job description in ALMANAC. Those interested should contact Personnel Services, Ext. 7285, for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially.

## ADMINISTRATIVE/PROFESSIONAL (A-1)

ACCOUNTANT II to participate in senior level accounting analysis and report preparation. Supervises junior accounting staff. *Qualifications:* College graduate with accounting major. At least three years' experience including supervisory experience and advanced accounting required. \$10,250-\$12,750-\$15,225.

ADMINISTRATIVE ASSISTANT TO DEAN, SAMP (3/5/74). ASSISTANT COMPTROLLER responsible to the Comptroller for Accounts Payable, Accounts Receivable and Student Financial Services. *Qualifications:* Graduation from a recognized college or university with a major in accounting. Graduate degree (M.S. in accounting or M.B.A.) and/or CPA preferred. At least three years' responsible administrative experience in an academic institution. Salary to be determined.

ASSISTANT DEAN (GSE) (3/5/74).

ASSISTANT FOOTBALL COACH responsible to the head football coach for offensive backfield coaching, recruitment of student athletes, public relations and fundraising. Some office responsibilities. *Qualifications:* Prior football coaching experience on the college level in backfield fundamentals and techniques. Experience as an assistant coach is mandatory, head coach preferred. Salary to be determined.

ASSOCIATE DEVELOPMENT OFFICER II (1/8/74).

DIRECTOR OF WOMEN'S ATHLETICS AND RECREATION ACTIVITIES (3/5/74).

ELECTRICAL ENGINEER responsible for technical operation of Graduate Engineering TV system. Supervises repair and maintenance and performs systems measurements. Keeps operating logs, makes improvements in system performance, aids in design and installation of additional facilities. *Qualifications:* B.S. in electrical engineering or electrical technology. At least three years' experience in TV systems, cameras, switches and TV transmitters. Must have First Class Radio Telephone License. Experience as amateur radio operator desirable. \$11,800-\$14,700 (midpoint).

FINANCIAL ANALYST responsible to the Director of Auxiliary Services. To assist department directors in preparing budgets, financial and operational reports. Assists in establishing and monitoring record keeping systems, prepares statistical studies and makes recommendations. *Qualifications:* Degree in accounting or business administration preferred. At least five years' experience in University operations and administration in fiscal areas. Knowledge of sales forecasting, retail accounting and budget preparation. \$11,800-\$14,700-\$17,600.

MANAGER OF ENGINEERING AND BUILDING SERVICES (2/19/74).

OFFICE MANAGER, medical area (3/5/74).

RESIDENCE UNIT DIRECTOR (3/5/74).

STAFF NURSE (3/5/74).

TECHNICAL WRITER, electrical engineering (part-time) to carry out detailed editorial work on a technical handbook involving text, figures and equations. Assembles technical material for review. *Qualifications:* Familiarity with terminology in electrical engineering field desirable, with at least two years in editing \$7,750-\$9,625-\$11,500.

WRITER I. Reporter for the news bureau to identify and write news stories and in various other ways to encourage media coverage of the University. *Qualifications:* B.A. degree in English or journalism preferred. Must have demonstrated professional writing experience, samples required. All candidates who have previously applied for editing/writing positions will definitely be considered. \$7,750-\$9,625-\$11,500.

## SUPPORT STAFF (A-3)

ADMINISTRATIVE ASSISTANT I, administrative office (3/5/74).

CONTRACT ACCOUNTANT, comptroller's office (3/5/74).

DELIVERY CLERK, campus office (3/5/74).

EDITORIAL ASSISTANT, Development and Public Relations. Proofreads galley, writes notices of cultural activities, maintains and orders supplies, receptionist duties, prepares correspondence, duties related to publications. *Qualifications:* College degree or equivalent experience in English or journalism. Ability to work with the cyclical vigors of a monthly magazine. \$6,250-\$7,350-\$8,450.

ELECTRON MICROSCOPE TECHNICIAN (part-time, approximately 20 hours.) To do sectioning, photography and maintenance of electron microscope. Helps with surgical procedures. *Qualifications:* B.S. in biology or biochemistry. At least two years' experience in electron microscopy. \$4.13-\$4.84-\$5.55/hour.

ELECTRON MICROSCOPE TECHNICIAN II (2/5/74).

ELECTRONIC TECHNICIAN/ENGINEER (2/19/74).

LICENSED PRACTICAL NURSE (3/5/74).

MACHINIST I, research area on campus (1/8/74).

MECHANICAL ESTIMATOR (1/15/74).

MEDICAL SECRETARY/RECEPTIONIST. Secretarial duties, heavy patient contact, prepares schedules, maintains files, maintains channels of communication between patients and doctors. *Qualifications:* Typing, dictation ability, medical terminology. Receptionist and secretarial experience. \$6,725-\$7,950-\$9,150.

MEDICAL SECRETARY (5). *Qualifications:* Excellent secretarial skills, medical terminology desirable. \$6,250-\$7,350-\$8,450.

RESEARCH LABORATORY TECHNICIAN II (New Bolton Center) (3/5/74).

RESEARCH LABORATORY TECHNICIAN III, renal physiology research lab (3/5/74).

RESEARCH LABORATORY TECHNICIAN III (3/5/74).

RESEARCH LABORATORY TECHNICIAN III to do growth of bacterial cultures and chromatographic analyses of culture and body fluids. *Qualifications:* Degree with biology or chemistry major. Experience in handling bacterial cultures and familiarity with biochemical techniques. \$7,525-\$8,825-\$10,100.

RESEARCH LABORATORY TECHNICIAN III to do tissue culture of somatic cells; biochemical assays, sterile techniques, media preparation. *Qualifications:* Bachelor's degree with science major. Experience in tissue culture valuable. \$7,525-\$8,825-\$10,000.

RESEARCH LABORATORY TECHNICIAN III. Involves physiological studies of electrolyte transport across cell membranes. Preparation of solutions and animals, simple computer work, administration of laboratory supply budget. *Qualifications:* Bachelor's degree with science major. Technical and administrative lab experience. Experience with isotopes and physiological studies. \$7,525-\$8,825-\$10,100.

SECRETARY II (5), III (8) (1/8/74).

SENIOR BOOKKEEPER, comptroller's office (3/5/74).

TECHNICAL SECRETARY, medical school (2/12/74).

TECHNICAL TYPIST, medical office on campus (2/12/74).

## IN-SERVICE TRAINING

The March 25-May 17 secretarial training program offered by the Management Training Office includes a refresher course in shorthand and transcription and beginning shorthand and typewriting. Information: Training Office, Ext. 6015, or Mrs. Helen Stubbs, Ext. 6692.

## CAREERWAYS II PROGRAM

TUESDAY, MARCH 19

Registration, coffee	9-10 a.m.
The Status of Women Dr. Bernice Sandler, executive associate American Association of Colleges	10-11 a.m.
Visit booths of prospective employers	11 a.m.-6 p.m.
Seminars: Women's Legal Rights and How to Use Them; Caren Blazey, Pennsylvania Department of Education	11 a.m.
Career vs. College (especially for high school students); Dianne Ronningen, Penn Vocational Advising Center, and Marylou Kincaid, Penn Counseling Service	11 a.m.
The Job and How to Find It; Peter Jacobus, Penn Vocational Advising Center	3 p.m.
Workshop: How to Prepare a Resume; Helen Stubbs, Penn training supervisor	2 p.m.
WEDNESDAY, MARCH 20	
Registration, coffee	9-10 a.m.
Visit booths of prospective employers	10 a.m.-6 p.m.
Seminars: New Career Opportunities for Older Women (over 25 years of age); Wendy Wexler, Penn placement office	10 a.m.
Career and Family (panel)	1:30 p.m.
Strategies for Handling an Interview (panel)	3:30 p.m.
Workshop: How to Prepare a Resume (repeat) Mrs. Stubbs	11 a.m.

## THINGS TO DO

### LECTURES

COHR Seminar. Dr. Phoebe Leboy, biochemistry department, Dental School, discusses *recent studies on nucleic acid methylation*. 234 Levy, March 19, noon.

Dr. William O. Baker, president, Bell Telephone Laboratories gives the final Spencer lecture on *Communications Technology for Modern Mankind*; Dr. Sidney Shore, chairman, Civil and Urban Engineering, provides five-minute wrap-up after. Alumni Hall, Towne, March 19, 3 p.m.

Professor Cornelius J. Lammers, department of sociology, University of Leiden (Holland), presents *Two Sociological Models of Organizational Analysis*. 286 McNeil, March 19, 4 p.m. Discussion follows. Sponsored by Department of Sociology.

Martin Stamm, director of educational placement here, and Matthew Pillard, director, Center for School Study Councils, lead a GSE colloquium on *Open Education in Great Britain's Primary Schools*. B-27 GSE, March 20, noon-2 p.m. Bring your own lunch.

*On Mechanisms of Dying*. Dr. Lewis Thomas, president, Memorial Sloan Kettering Cancer Center, presents the first Robert G. Ravdin Memorial Lecture. Medical Alumni Hall, March 20, 5 p.m.

Grace Murray Hopper, Captain, USNR, and visiting professor at the Moore School, gives the Moore lecture on *Possible Futures* of computer systems and the human problems now facing technologists. Alumni Hall, Towne, March 20, 8 p.m.

The Rev. Dr. Samuel Proctor, Martin Luther King Professor of Education, Rutgers University, presents a Bethune-Fanon lecture on *The Black Church*. 310 College Hall, March 26, 1 p.m.

### MUSIC/FILM

*The Mikado*. Bruce Montgomery and the Penn Singers lend an air of verisimilitude to an otherwise bald and unconvincing springtime March 21, 22-23 at Zellerbach Theatre, 8 p.m. Reserve

at Annenberg box office (March 21, \$1.50 faculty and staff; March 22, 23, \$2.) or sit in solemn silence in a dull dark dock while the rest of the campus enjoys Gilbert and Sullivan.

*Lord of the Flies* (Allen-Hogdon Productions) is the "War or Peace: 1976" film; discussion follows on "Is Killing People Natural?", with Dr. Charles Dwyer, Education; Dr. M. Duncan Stanton, Psychology in Psychiatry; and Dr. Robert S. O. Harding, Anthropology. Rainey Auditorium, Museum, March 21, 7-10 p.m.

*Annenberg Cinematheque*: Could *The Incredible Shrinking Man* tie in with *Harakiri*? Find out this week and take in two other films. Studio Theatre, March 21-24, 7:15 and 9:45 p.m. Tickets in advance, Annenberg Center box office.

*Morgan State College Choir*, Nathan Carter, director, in a concert sponsored by the Morgan-Penn Project. Zellerbach Theatre, March 24, 3 p.m. Free tickets: Annenberg Center Box Office.

### EXHIBITS

*The Civilization of Lhuros*. Norman Daly, professor of art at Cornell and *soi-disant* director of Lhurosian studies there, brings a different kind of archaeology to the Museum—artifacts, music and architecture of a culture Daly created himself. Exhibit-goers may recognize in Lhuros "a disquieting resemblance to our own civilization." Museum, March 19 through April.

*Robert Morris Projects*. Drawing and sculpture, featuring a giant labyrinth designed expressly for the ICA's main gallery. ICA, March 23-April 27.

*Drawings and paintings* by Philadelphia illustrator Susan Gash and artist Leah Schwartz, Bowl Room, Houston Hall, March 22-April 5. Sponsored by PUC.

*IFC Marathon '74 art auction*. Works by Philadelphia and New York artists, including Marino Marini, Peter Milton and Lee Hirschman, go on the block at Saturday's benefit for the American Cancer Society. Samuel T. Freeman Co. runs the bidding. 200 College Hall, March 23, exhibit, 11 a.m.-2 p.m.; auction, 2-6 p.m. 50¢ admission.

*Note*: Penn women interested in participating in or helping plan a *Women's Art Fair* to be held April 5 and 6, should leave a message with Barbara Fox, PUC art chairman and art coordinator for the Dean of Students' Office, at the Women's Center, Ext. 8611. She is also the person to contact to rent student work.

### HAPPY ANNIVERSARY ICA

*Time/Space: Contemporary Art and Thought*. Artists, critics, a composer and a choreographer assemble here next week for a two-day celebration of the tenth anniversary of the Institute of Contemporary Art. The symposium opens March 29 with a performance of *Music in Twelve Parts* by Philip Glass; March 29 at the Museum, 8 p.m. Three lectures and a round-table discussion follow on March 30; Morse Peckham, Annette Michelson and Dore Ashton speak. Also at Museum, 9 a.m.-5 p.m. Tickets, \$2 for each event: SH 7-7000.

### McMULLIN TESTIMONIAL

Friends and colleagues of Dr. T. E. McMullin, for 36 years a member of the faculty of the Graduate School of Education, are planning a dinner to honor him at his retirement. The dinner will be held at 7 p.m. April 1 at the Faculty Club, with cash bar at 6 p.m. Testimonial letters or reservations at \$8 may be sent by March 22 to: Dr. Mary E. Coleman, GSE. Checks payable to Graduate School of Education Testimonial.

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