

Almanac

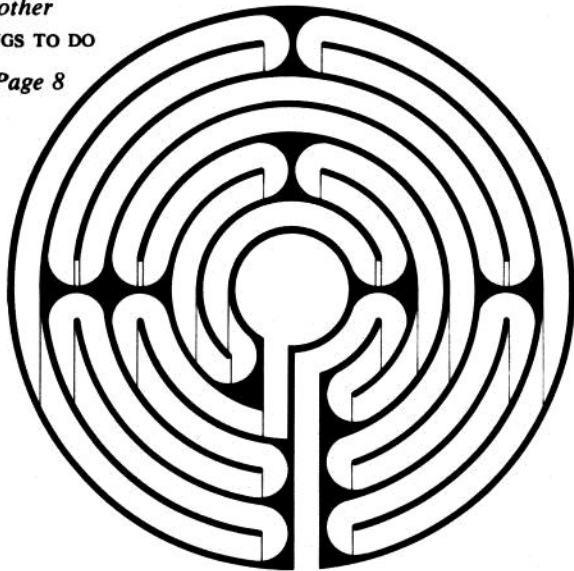
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ROBERT MORRIS/PROJECTS

Tuition Increase: \$285

Undergraduate tuitions and fees at the University for 1974-75 will total \$3450, an increase of \$285 over this year. Tuitions and fees for most of the graduate and advanced professional schools will increase by similar amounts, as shown on page 8.

President Martin Meyerson said, "As in past years, these increases reflect an inflationary economy and the fact that all sources of university income—students and their families, alumni and friends, and governmental sources—must share these increasing costs. Particularly serious for the coming year are projected increases in the costs of utilities (due primarily to the dramatic rise in costs of fuel and other energy sources) food, interest and supplies. All efforts in controlling costs are continuing, but there is no way to avoid the need for increased revenues in 1974-75.

"Although it may be of small comfort to many, these increases and the total student expenses (including tuition, fees and average room and board) are somewhat lower than the expected increase nationally of 9.4 percent reported yesterday by the College Entrance Examination Board.

"Every effort will be made through financial aid to help students and their families meet these increasing costs. The University scholarships and its federally guaranteed loan program will be expanded. The University will work with other colleges and universities to increase the level of financial aid to Commonwealth students through the Pennsylvania Higher Education Assistance Authority."

Young Chair: Dr. Solomons

Dr. David Solomons, Chairman and Professor of Accounting in the Wharton School, has been named the first Arthur Young Professor of Accounting.

The professorship is supported by an endowment fund established by 19 partners of New York's Arthur Young & Company; 16 Wharton alumni are among the partners.

Dr. Solomons is a fellow and member of the Royal Institute of Chartered Accountants in England and Wales and received his bachelor of commerce and doctor of science in economics degrees from the University of London. Prior to joining the Wharton faculty in 1959 he served on the faculties of the University of London and the University of Bristol. Later he was with the Management Development Institute in Lausanne, Switzerland. In 1969 he was appointed chairman of the Wharton School's accounting department.

Dr. Solomons was director of research of the American Accounting Association, 1968-70, and participated in the 1971-72 study on the establishment of accounting principles of the American Institute of Certified Public Accountants. In 1972-73, he directed a long range inquiry into education and training for accountancy, sponsored by the Advisory Board of Accounting Education in England.

Dr. Solomons is the author of *Divisional Performance: Measurement and Control*, and editor-contributor to *Studies in Cost Analysis*.

HONORS

Dr. Carl T. Brighton received the Kappa Delta Award of the American Academy of Orthopaedic Surgeons for his paper on "significance of tissue oxygen tension, glycolysis and mitochondrial calcium release in epiphyseal plate calcification," at the Academy's forty-first annual meeting in January; some twenty-four other members of the department also participated.

Dr. Barry S. Cooperman is one of 78 scientists in the U.S. and Canada to be awarded a research fellowship of the Alfred P. Sloan Foundation. The awards support research projects in the sciences for junior faculty members.

Dr. Renee Fox was reappointed a Phi Beta Kappa visiting scholar for 1974-75; this year, she has visited eight campuses as part of the program.

Dr. Norman A. Hixson has been elected a fellow of the American Institute of Chemical Engineers.

Jerre Mangione has been elected a Fellow of the Society of American Historians, which was founded "to encourage literary distinction in the writing of history and biography."

Dr. Ian McHarg was named this year's Cecil H. and Ida Green Visiting Professor at the University of British Columbia.

(HONORS continued on page 2)

HONORS

Dr. Ruth Patrick, chairman of the Board of Trustees of the Academy of Natural Sciences and adjunct professor of biology here, received the Philadelphia Award this year for her pioneering study of the ecology of waterways. She founded the limnology department of the Academy in 1947 and "was a scholarly environmentalist long before much of the world became aware of the importance of this field," the award panel said.

Dr. Louis I. Pizer joins *Dr. James Sprague* as a recipient of a faculty award of the Josiah Macy Jr. Foundation. In July, he will begin a new project at the Swiss Cancer Institute in Lausanne on the interaction of oncogenic viruses with cultured cells.

Dr. Charles C. Price received the American Chemical Society's Award for Creative Invention at the society's 167th annual meeting in Los Angeles this week. The award recognizes *Dr. Price's* contributions to the invention of polyether polyurethane rubber, now used in products ranging from packaging materials to mattresses.

Dr. Herman Schwan is the first recipient of the Rajewski Award, given by the Max Planck Institutes in West Germany. He was the subject of a "Profile in Science" in the December issue of the *Naval Research Reviews*.

ELECTIONS

J. Harold Dumm, Internal Auditor, has been elected president of the Association of College and University Auditors.

Dr. Edwin Mansfield has been appointed United States chairman of the National Science Foundation's U.S.-U.S.S.R. working group on the economics of science and technology.

Dr. Albert Pepitone is the new president of the Society for the Psychological Study of Social Issues, a division of the American Psychological Association. He was also appointed an editor of the *Journal of Personality and Social Psychology*.

Dean Sidney D. Rodenberg has been elected to the board of directors of the American Society of Allied Health Professions. The Society, of which SAMP is a charter member, has 113 member colleges and universities.

FLOWER SHOW AWARD

The *Morris Arboretum* display, "Man Occupies the Earth as a Guest of the Plant Kingdom," won an Award of Merit at the Pennsylvania Horticulture Society's 1974 flower show. Led by *Mrs. F. Otto Haas* and *Gordon Brandes*, the exhibit traced development of the earth from raw rock to living green and back again to pavement and debris.

PUBLIC SERVICE APPOINTMENTS

Dr. Alfred Fishman has been appointed to the Governor's advisory committee to the Coal Miners' Respiratory Disease and Rehabilitation Program. The committee consolidates all Pennsylvania government responsibilities for the miners' health care into one advisory group.

Yvonne S. Perry, coordinator for field services at the Human Resources Center, has become a member of two gubernatorial agencies, the Pennsylvania Housing Finance Agency and the Mobile Home Standards Advisory Committee.

Donald T. Sheehan, Director of Public Relations, was appointed to the national panel on public relations for savings bonds of the U.S. Department of the Treasury.

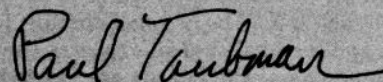
SENATE FROM THE CHAIRMAN

There are several extremely important items on the agenda for the April 17 meeting. As I wrote to you previously, a Senate which is able to take actions in only plenary sessions is unwieldy and tends to dilute the role of the faculty in priority setting and decision making. A committee chaired by Professor Effros has examined the situation and recommends that at a minimum the Senate permit its Advisory Committee to take action in its name on technical but noncontroversial issues. The majority of this committee also would extend the Advisory Committee's role to all issues, though with the right of the Senate to overturn these decisions. If the Senate wishes to delegate some or all of its power, it may wish to revamp the composition of SAC and the means by which its Nominating Committee is formed. A proposal for the latter, which could be adopted even under the current mode of operation, is also on the agenda for discussion. I urge the Senate to give strong consideration to this report.

Also on the agenda is a report on measuring academic excellence by the Academic Planning Committee. The responsibility budgeting system will be a fiasco if the University does not partially allocate funds on the basis of excellence. The Senate must indicate if it believes that the methods suggested in this report are appropriate and adequate.

There are also proposed changes in the tenure rules. The Committee on the Faculty asks that the Senate change its recommendations on tenure by inadvertence by adopting a new rule in which if a person is not notified or does not inform the Provost that the penultimate year of his probationary period has arrived, then the University has two more years before the person automatically acquires tenure. The Committee also has reconsidered and rewritten the rules dealing with lecturers. The biggest change from the fall is that lecturers without appropriate terminal degrees can acquire a form of job security after six years provided the faculty of a school authorizes this for a department and the school personnel committee, dean and Provost approve. There is also a proposal that will allow fully-affiliated faculty to take half-time off to raise young children, with a corresponding reduction in pay and time counted toward tenure.

The other item on the agenda is the grievance report. As you may recall, the Senate last fall took straw votes on certain sections. Since then the report has been modified, and I hope improved, while keeping to the spirit of the Senate's report. I am happy to announce that the final draft has been unanimously approved by its authors, who represent a broad cross section of University opinion on the subject. Since there are a number of complex issues resolved in the report and since changes in one area will require changes in others, I wish to ask the Senate to vote on the document as a whole.



CORRECTION

The name of *Dr. Donald H. Silberberg* was omitted from the list of members of the Senate Committee on Academic Freedom and Responsibility, whose statement on the role of the faculty in appointments and tenure appeared in *Almanac* March 26.

Report of the Joint Subcommittee On Grievance Procedure

*(Of the Faculty Affairs Committee and Steering Committee)
March 21, 1974*

I. APPLICABILITY

a. This grievance procedure shall be available to any member of the University faculty, whether tenured or untenured, whether fully or partially affiliated.

b. A grievance is a claim that action has been taken which affects the faculty member's personnel status or the terms or conditions of his/her employment and which is: (1) arbitrary and capricious; (2) discriminatory with regard to race, sex, creed or national origin; or (3) not in compliance with University procedures or regulations.

II. GRIEVANCE COMMISSION: INQUIRY PANELS

a. There shall be selected by the Senate Advisory Committee at least sixteen persons from the University faculty to constitute a Grievance Commission. The Commission shall be broadly representative (including women, members of minority groups and partially affiliated faculty), but shall not include department chairpersons; deans and directors; associate, assistant or vice deans; or members of the central administration. In accepting appointment to the Commission each member shall commit himself/herself to maintain confidentiality with respect to oral and documentary evidence presented during the investigation of individual cases. Members shall serve three-year terms expiring June 30 which shall be so arranged that the terms of no more than two-fifths of the members shall expire simultaneously. Replacements shall be selected by the Senate Advisory Committee at least once a year as needed. Each year members of the Grievance Commission shall select from among themselves one person to chair the Commission.

b. When a grievance arises, in accordance with the procedures set forth below, an Inquiry Panel, consisting of three or five members, shall be constituted in the following manner. (1) The chairperson of the Grievance Commission shall ask the Provost to designate the person who shall act on behalf of the parties making the decision complained of. (2) The chairperson shall designate one member of the Grievance Commission to serve as chairperson of the Inquiry Panel. This designation shall be made in alphabetical rotation, but a Commission member shall not be selected to sit on a Panel if he or she is in the same department as the grievant or, in a case involving termination at the end of the probationary period, is an untenured person from the grievant's school. In cases of unusual circumstances, the chairperson of the Commission shall have the discretion to decide, either on his or her own motion or following a request from any interested person, that it would be wiser to select two additional members of the Inquiry Panel from within the Grievance Commission; in such case the next two names in alphabetical rotation shall be chosen, but in such event the grievant and the representative of the parties making the decision complained of shall each be allowed one peremptory challenge to any of the three so named. The person or persons so designated to serve on the Panel may also be challenged for cause by the grievant or by the representative of the parties making the decision complained of; the challenge shall be addressed to the chairperson of the Commission, who shall rule on it after consultation with the panel member involved. All challenges must be made within five days of the receipt of notice of the name or names of the panel member or members. (3) The grievant and the representative of the parties making the decision

complained of shall each nominate not less than three additional persons from among those members of the University community eligible for selection to the Grievance Commission itself, and the chairperson of the Commission shall select one person from each of those groups of nominees to be members of the Inquiry Panel.

III. PRELIMINARY PROCEDURES

a. Before filing a grievance with the Grievance Commission, the affected faculty member is encouraged to review the cause for grievance with his/her department chairperson, dean, and/or the University ombudsman. Consistent with the informal nature of the discussions at this stage, neither a written statement of the grievance nor a written answer thereto need be prepared.

b. Failing to receive satisfaction, or not willing to proceed informally, the prospective grievant may take steps to formalize the grievance. He/she shall inform his/her dean in writing of the nature of the grievance and of his/her intention to file a grievance with the Commission. Additional discussions will normally ensue, perhaps for several weeks. A prospective grievant, however, may after the expiration of one week from the date of written notification, request in writing a written statement from the dean of the reasons for the decision which is the subject of the faculty member's grievance. The dean's written statement should either be approved by the department chairperson, and the chairpersons of any departmental or school personnel panels which have reviewed the case or be accompanied by separate statements from those persons. The dean's and related written statements should be supplied to the prospective grievant within two weeks after receiving the written request for such statements from the affected faculty member.

c. The affected faculty member who is not satisfied with the outcome of the oral and written exchange with his/her dean may file a grievance with the Grievance Commission one week after the dean's and related written statements were due or received. Written notice of the grievance and request for a hearing are to be submitted to the Grievance Commission through its chairperson with a copy to the Provost. Where a prospective grievant has not filed a grievance with the Commission within ninety days of the date on which the dean sent the written statements of reasons, the dean may inquire in writing whether he/she intends to file a grievance. In such event, the grievance shall be treated as abandoned unless it is filed within thirty days of such inquiry.

d. Since grievances may be cumulative and the grievant may have been uncertain whether he or she has been aggrieved until additional observations are taken, several years may sometimes expire before the grievant is convinced or aware that cause exists to set the grievance machinery in motion. In consideration of this, the grievant may base his/her grievance on prior as well as current conditions. Since problems of assembling and assessing the relevant evidence become much more severe, however, when events go back more than three years, the grievance, where feasible, should be focused on recent or continuing events.

e. In the event it should appear to the chairperson of the Grievance Commission that the grievance is a matter of academic freedom, he/she shall refer the notice of grievance to the Senate Committee on Academic Freedom and Responsibility (Senate Committee), which shall promptly determine whether the grievance is in fact within the jurisdiction of the appropriate School Committee on Academic Freedom and Responsibility. In the event

that a determination is required as to whether the grievant presently does or does not have tenure, the chairperson shall refer this issue to the Senate Committee for determination.

f. Upon receipt of notice of the grievance, the Grievance Commission shall appoint an Inquiry Panel to process the grievance. The Panel shall undertake a full examination of relevant evidence, to commence between two and four weeks from the date of filing of the grievance, unless the Senate Committee earlier determines that the grievance is in fact within the jurisdiction of the appropriate School Committee under Section IIIe. The Panel is encouraged, as its inquiry progresses, to effect an equitable settlement of the grievance through mediation.

IV. INQUIRY PROCEDURES

a. Both the grievant and the parties who made the decision which is the subject of the grievance shall be permitted to provide to the Panel oral and documentary evidence in support of their respective positions, to question adverse witnesses on any oral evidence given, and to examine and reply to any documentary evidence. Whenever feasible, evidence should be offered in person, by individuals having personal knowledge of the events in question, with any documentary evidence provided as a supplement to, rather than a substitute for, oral evidence.

b. The Panel shall have access to all documentary evidence relevant to the grievance that was available to the parties who made the decision. Such "parties who made the decision" might include any or all of the following: department chairpersons, department personnel committees, department members who decide on departmental recommendations for personnel action, the deans of the schools, the school personnel committees, the faculties of the school, the Provost, the Provost's Staff Conference. The Panel shall also be authorized to obtain additional documentary evidence and oral testimony on its own initiative such as the dossiers of other members of the same department who recently or currently are alleged to have received more favorable treatment. The Inquiry Panel may invoke the aid of its own outside experts in making its decision.

c. Since the University and the faculty are concerned with obtaining frank and candid outside evaluations to aid in its appointment and promotion procedures, special care must be taken in the examination of letters of recommendation and evaluation. Because of these concerns (unless the parties making the decision stipulate, and the Panel agrees, that the outside evaluations played no significant role in the decision) the Panel should consider, separately, the following issues:

1) Did the department or other parties to the decision make a reasonable effort to obtain the views of experts not biased for or against the grievant? In answering this question, the Panel may let the grievant examine and testify on a list of names that includes but is not limited to people who make the assessments; the Panel may also compare the letters obtained at its behest with the original set.

2) Did the requests for the views ask for complete evaluations or did they imply that a confirmation of a preexisting judgment was desired? In answering this question, the Panel may examine any written requests for the views and may inquire of the letter writers. Other methods may be used at the Panel's discretion.

3) Are the views, weighted by the reputations of the experts, when compared with evaluations for others currently or recently promoted, affirmative enough to occasion concern that improper discrimination or other grounds for grievance may have been involved? In answering this question, the Panel shall inform the grievant and the parties that made the decision of its own evaluation of the views collected. If the Panel determines that there is insufficient basis to occasion concern on its part, the contents of the letters shall not be further disclosed. If the Panel believes that there is an occasion for concern, it shall determine whether any other evidence decisively supports the decision. If the Panel finds no such evidence which decisively supports the decision the letters relevant to the grievance will be subject to examination in the following way. If the grievant is accompanied by a University colleague (as provided for in the next subsection) and such colleague agrees to be bound to maintain complete confidentiality with respect to all information contained therein, the colleague

will be given access to the letters and may question witnesses about the contents of the letters. If the grievant does not choose to be accompanied by a University colleague, the letters shall not be disclosed; but the Panel shall provide to the grievant, to the greatest extent feasible, an indication of the tenor of the material in the letters so that he or she may make such response as is possible under the circumstances.

d. The grievant may be accompanied by a University colleague when appearing at Panel meetings, who may speak on behalf of the grievant.

e. Where procedures have not been specified in this document, the Grievance Commission shall establish rules of procedure for Inquiry Panels to follow. All decisions of Inquiry Panels shall be by majority vote unless the Grievance Commission establishes otherwise, with each member having one vote.

V. FINDINGS

a. Findings shall be based solely on evidence provided to the Panel according to the foregoing procedure. In all cases the Panel shall communicate its findings and recommendations to the chairperson of the Grievance Commission in a written report, setting forth, in detail appropriate to the case, the factual findings of the Panel, its conclusions regarding the merit of the grievance and its recommended disposition of the case. In cases involving reappointment, promotion, or tenure, where the Panel has found persuasive evidence of arbitrariness, discrimination, or noncompliance with University procedures or regulations, it shall recommend that the Provost request further review and reevaluation of the case, under proper standards and procedures. Neither the Inquiry Panel nor the Grievance Commission shall have the responsibility or authority to make such a reevaluation of professional competence. The Provost shall insure that the recommendations of, and, any letters obtained by the Inquiry Panel will be included in the documents to be considered in the reevaluation.

b. Except in extraordinary circumstances the Panel shall report its findings to the chairperson of the Grievance Commission within ten weeks of the filing of the complaint.

c. The chairperson of the Grievance Commission shall promptly communicate the report of the Panel's findings and recommendations both to the grievant and to the Provost.

d. While these recommendations are to be accorded great weight, they are advisory to the Provost and not binding upon him. The Provost shall notify, in writing, the chairperson of the Commission and the grievant of his/her decision. In the event the Provost declines to implement the recommendations, he/she shall communicate that decision to the chairperson of the Commission in writing, accompanied by his/her reasons stated in detail. The Provost's decision shall be rendered within six weeks.

VI. HEARING BY SENATE COMMITTEE ON ACADEMIC FREEDOM AND RESPONSIBILITY

a. In cases which involve reappointment, promotion or tenure, and in which the Provost has declined or failed to implement the recommendations of the Inquiry Panel to the satisfaction of the grievant, the grievant may obtain a hearing before the Senate Committee on Academic Freedom and Responsibility (Senate Committee) on the actions of the Provost. The report and recommendations of the Inquiry Panel and the statement of the Provost shall then be made available to the Committee.

b. The Senate Committee shall adopt procedures consistent with Section IV (a) and (d), above, for the conduct of the hearing. The parties shall not be permitted to introduce evidence presented before the Inquiry Panel, and the findings of fact of the Inquiry Panel shall be accepted by the Senate Committee if they seem to have been fairly arrived at.

c. The Senate Committee shall promptly report its findings and recommendations to the President with copies to the Provost and the chairpersons of the Grievance Commission and the Inquiry Panel, and to the grievant and the person acting on behalf of the parties making the decision. A copy shall also be given to the editor of *Almanac*.

Robert Davies
Victoria Kirkham
Howard Lesnick

Curtis Reitz
Paul Taubman
Oliver Williamson

SCHOOL OF MEDICINE

Details of the Ten-Year Tenure-Accrual Plan For Clinical Faculty

On December 19, 1973, the Executive Board of Trustees approved an amendment to the statement "Academic Tenure and Procedures Relating to Academic Tenure at the University of Pennsylvania" permitting an extension of the tenure-probationary period to a maximum of ten years for faculty members having very substantial clinical duties in the schools of Medicine, Veterinary Medicine and Dental Medicine and who were initially appointed as instructors, associates or assistant professors. In addition, promotion to the rank of associate professor without tenure will be permitted for faculty who are in a ten-year probationary period, but their maximum total service in that rank may not exceed five years.

The amendment was passed at the request of the Medical School for the benefit of tenure-accruing faculty having substantial clinical duties. It lengthens the period of time in which these individuals may establish their professional qualifications and achievements. The traditional seven-year probationary period, with the mandatory tenure review beginning during the last half of the sixth year in fully-affiliated service, is often too short for the individual to accomplish all that the University requires of a tenured associate professor. Tenure is not awarded on the basis of years of service. Rather, the University awards tenure only to those faculty who show evidence of mature scholarly interests demonstrated by significant performance in teaching and research and, in addition, in medical areas, clinical competence. Publication and other performances which display discriminating judgment, imaginative insight and breadth of scholarship weigh heavily. Quantity of scholarly publication is of much less weight than is the quality of the research. Appropriate participation in the activities of scholarly and professional societies and external recognition of qualifications and attainments are important elements of the tenure review. A final requisite is a sincere concern for the welfare of the academic community, demonstrated by responsible participation in departmental, school and University affairs.

It should be clearly understood that *what has been extended is the maximum number of years before which the mandatory tenure review must take place* for those who request it. The department can propose a faculty member for tenure at any time within the allowable period; there is no necessity to wait the maximum allowable number of years.

IMPLEMENTATION

Present Faculty

1. Individuals holding the ranks of instructor, associate or assistant professor and in tenure-probationary status (i.e., fully-affiliated) in clinical departments on June 30, 1974, may elect to have their tenure-probationary period extended from seven to ten years if they so desire and if they, their departmental chairman and their dean certify in writing that they have very substantial clinical duties (as defined below). An extension may also be requested by individuals in nonclinical departments who nevertheless meet the criteria of having very substantial clinical duties. This change to a ten-year probationary period is not reversible

and must be requested in writing not later than June 15, 1974.

2. In the School of Medicine, certification of "very substantial clinical duties" may be made only when the following definition is applicable:

At least one-third of the total working time (or 15 hours) that a faculty member devotes to his professional activities is directly or indirectly related to the care of patients. Patient care is understood to include the whole spectrum of activities that result from the assumption of some type of professional clinical responsibility for the diagnosis, treatment or prevention of disease in individual patients. Such activities would include, for example, direct professional contact with patients at the bedside, in the operating room, office or clinic; attendance at clinical rounds or conferences; contacts with referring physicians, medical colleagues or relatives concerning patients; personal involvement in their performance or supervision of diagnostic or therapeutic clinical procedures; and any administrative duties (such as service on hospital committees) that are an expected or necessary consequence of the assumption of clinical responsibilities in a hospital.

If these or similar professional activities relate to the care of patients by the faculty member in question, they should be included in this definition, regardless of whether the faculty member is simultaneously performing a teaching or research function. On the other hand, patient-related time that is not *entirely* for the purpose of teaching or research should *not* be included. Examples of this latter type of activity might include: bedside teaching of physical diagnosis or the conducting of purely didactic clinical rounds or conferences using the patients of other physicians.

3. Those individuals who shall have completed six years of tenure-probationary status as of June 30, 1974 and who wish to have their probationary period extended from seven to ten years are urged to make their decision as early as possible. The department and school shall be required to proceed with the mandatory tenure review until receipt of such a request.

4. Dr. James E. Davis, Executive Assistant to the Provost, has agreed to propose to Provost's Staff Conference an adjustment in the date from which tenure accrual is counted for those individuals who were appointed to a tenure-accruing rank in the month of June, and who have thereby lost a year of tenure-probationary time (tenure accrual is counted from July 1 of the fiscal year in which the appointment is made. For example, for an appointment made June 1, 1972, tenure accrual officially began July 1, 1971. With the adjustment, the date will change to July 1, 1972.) Dr. Davis will propose the adjustment *only* for faculty who request it and only for faculty appointed during the month of June.

New Faculty

1. In the case of individuals appointed after June 30, 1974, as tenure-accruing (i.e., fully-affiliated) instructors, associates and assistant professors, each new appointee and his departmental chairman shall determine by mutual agreement at the time of appointment whether a seven- or ten-year probationary period shall apply. A written statement of tenure-probationary option, signed by the appointee and his chairman, shall be transmitted to the business office with the appointment papers. No new appointment to a tenure-accruing rank will be processed without this document.

2. At the completion of the first two years in the assistant professor rank, any individual initially appointed at one of the above-listed ranks may request to shift from a seven- to a ten-year probationary period (or from a ten- to a seven-year probationary period) if his current and prospective duties involve a significantly different emphasis on clinical responsibilities from that initially anticipated. Such a shift must be requested in writing and shall require the approval of the departmental chairman and the dean.

3. Promotion to the rank of associate professor without tenure is permitted for faculty members who are in a ten-year probationary period, but their maximum total service in that rank without tenure must not exceed five years.

—Edward J. Stemmler, Acting Dean

LETTERS

CONFUSION IN BUDGET FIGURES

March 20, 1974

Last week's (March 19, 1974) *Almanac* carried Professor Jean Crockett's thoughtful analysis based on budget figures published on February 26, 1974. Unfortunately, those figures are inaccurate.

The errors were called to the attention of appropriate officials both before and after publication. The correct figures were established several weeks ago and should have been released promptly. These figures will show that Professor Crockett's analysis of 1972-73 budgetary "priorities"—the baseline for her projection of "trends"—is based on misleading information. Her prediction of 1974-75 supports is based on no information at all since she has obviously not seen the budget proposals for that year. Those figures will also lead to conclusions different from those contained in her analysis.

The absence of an adequate mechanism for checking budget figures with the responsibility centers responsible for the budgets creates a situation worse than when figures are not published at all. The situation is one of confusion generated by the very attempt to inform.

I request all concerned to toss the published figures in the nearest wastebasket and to assume that they have no reliable basis for coming to any conclusions until the publication of revised figures certified as correct by those responsible for the budgets of the respective responsibility centers.

—George Gerbner, Professor of Communications and Dean,
The Annenberg School of Communications

Budget director John Pyne notes a series of errors in the 1972-73 tables published for the Annenberg School and the Annenberg Center. A major one is that \$51,000 in scholarship income was not credited to scholarships, but lumped with the total direct gifts and grants. Proper crediting would reduce the School's unrestricted student aid figure to \$107,000 and its deficit to \$89,000. Correction of an additional error, which incorrectly assigned some of the CENTER's indirect costs to the School, brings the School's total subvention figure down from \$546,000 to \$405,000. (The Center's subvention goes up from \$419,000 to \$443,000 to correct a combination of errors including still another mis-assignment of costs too complicated to detail here.) More will be published when space permits. In the meantime, Dr. John Hobstetter has furnished the text of a letter he sent to all of the academic deans on March 27:

Since a number of questions have been raised with me about the published responsibility center budgets and about their interpretation, a few comments may be helpful.

The published figures showed the outcome of the fiscal year 1972-73 alongside the projected budgetary outcome of the current year. All of these figures were developed by and current budgetary progress is being monitored by the Office of Budget Administration. Very properly, this office lies within the responsibility of the Vice President for Business and Financial Affairs and is adjunct to the Comptroller's Office which keeps all of our official records.

As chairman of the Budget Committee I am responsible for recommending to the President various matters that make up next year's budget. In significant part these recommendations are influenced by past and current budget figures, so that my office is a user of the kind of information that was published, just as is each of you. We do not, of course, duplicate in College Hall the record-keeping staff and facilities of the Franklin Building.

The President has determined that each year there shall be a publication of budgets of the kind that has just occurred. Normally this publication can be expected in December or January. In the Council of Academic Deans we had agreed that each dean would be given the opportunity to review and come to agreement with the Office of Budget Administration about budget figures before their publication. In order to ensure this review, publication was delayed from January, when the preliminary drafts were first drawn up by the Office of Budget Administration, until their publication on February 26, 1974 in *Almanac*. On 25 January the Director of the Office of Budget Administration, John Pyne, sent to each of you the budget figures for your review. He was asked to make sure that each of you "signed off" on them and to give notice when the process was complete. I wrote my own *Almanac* article on the budget system to serve as an interpretative preface

for budgets when they were ready for publication.

Mr. Pyne believed he had obtained agreement on all figures and at his signal we went to press on February 26. It now turns out that in at least two cases among the 22 responsibility centers there were some still unresolved discrepancies in the published results. Mr. Pyne and the Provost and I want to express our regrets about these mistakes which will be corrected in *Almanac* in an early issue. Perhaps this recital of the whole chain of recent events will help make more clear the responsibilities that all of us have in respect to the release of budget information.

I would like to turn now to the important matter of interpretation of the budget figures. You may not all be aware that comparisons of the two years can be misleading, particularly for certain schools. The year 1972-73 was not a responsibility center year, whereas 1973-74 is the first such year. If a school spent more or less than was budgeted for it in 1972-73, the result does not appear as a deficit or a surplus, but rather as a change in the level of general University support. These changes were, of course, never intended to occur. The budgets for 1973-74 were devised to continue approximately what was intended in 1972-73, and not to continue how that year actually came out. Thus, the Law School earned more and spent less in 1972-73 than had been expected. Instead of reporting this as a surplus (in the bank) the published figures show it as decreased University support in 1972-73. No such decrease was intended and the budget for 1973-74 attempts to maintain the original planned support for the Law School. Simplistic comparison of the figures for the two years would suggest a massive reallocation of resources toward the Law School rather than maintenance of support at nearly a constant level. In the future this kind of misinterpretation is not a likely possibility. When budgets for responsibility center years are compared, general University support will be explicitly shown along with any surpluses or deficits that may be incurred.

I might note this same interpretative error colors much of Dr. Crockett's *Almanac* article entitled "Are these Our Academic Priorities?"

I am told by John Pyne that the only other concerns you have expressed about the budget figures relate to how the assignable and general indirect costs are allocated. He is preparing a handbook that will describe exactly how these calculations are made. Opinions may differ about indirect costs algorithms (throughout society, if the truth be known), but one fact should be kept in mind. No change in mere algorithm will reduce the total indirect cost that has been incurred. If one school does not pay, the others must. The important principles are that our algorithms must be at least reasonable and that they must be applied uniformly to all schools. Meaningful comparisons can then be made.

—John N. Hobstetter, Associate Provost

STAFF CHANGES

Liutas K. Jurskis, assistant director for engineering and work control, has announced two appointments to his staff: William A. Bakker, staff mechanical engineer, and William L. Bedford, chief engineer. Mr. Bakker was formerly project facilities engineer of the Knolls Atomic Power Laboratory in Schenectady, New York. Mr. Bedford has been chief electrical engineer of the architectural, engineering and construction services of the Philadelphia Board of Education.

Carol Claffin has become assistant to the director of Annual Giving; previously a member of the admissions staff, she replaces Penny Henrici as head of the class agents' program and general mailings.

CW senior Barbara Fox is art coordinator for the student affairs division of Dean Alice F. Emerson's office. She has been planning a number of exhibits of student art and is in charge of a rental program for student art work.

A. Lloyd Myers has been appointed associate treasurer. He has been on the staff of the Treasurer's Office since 1946.

Buildings and Grounds director Cushing Phillips Jr. has announced the appointment of Charles Sampey as Manager of Housekeeping. Under a recent agreement with Delta Management Corporation, Mr. Sampey has responsibility for the University's housekeeping operations. His office is P-221 Franklin Building Annex, Ext. 7204.

CONSERVE ENERGY

PLEASE TURN OUT THE LIGHTS
WHEN ROOM IS NOT IN USE

LIGHTS OUT

B&G people will be sticking these notices under campus light switches soon. Though merely admonitory in our black and white, they are positively riveting in their original rocket-red. Buildings and Grounds Director Cushing Phillips reminds us that "at best, we anticipate a 30-to-40 percent increase" over last year's power costs and, "if several foreseeable 'worst conditions' should come to pass, Penn's power costs could double in the next two years." "Please be tolerant if the stickers clash with your color scheme," he adds. "And please do as they say."

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.

The University of Pennsylvania is an equal opportunity employer. Qualified candidates who have completed at least six months of service in their current University positions will be given consideration for promotion to open positions.

Where qualifications for a position are described in terms of formal education or training, significant prior experience in the same field may be substituted.

ADMINISTRATIVE/PROFESSIONAL (A-1)

ACCOUNTANT II (3/19/74).

ASSISTANT COMPTROLLER (3/19/74).

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

ASSISTANT FOOTBALL COACH (3/19/74).

ASSISTANT RESIDENCE UNIT DIRECTOR. Assists in management of unit. Responsible for supervising housekeeping and maintenance functions, room inspections, desk personnel handling student complaints, and move in-move out scheduling. *Qualifications:* Graduation from a recognized college. Demonstrated aptitude for administrative and supervisory duties. \$7,750-\$9,625-\$11,500.

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

COORDINATOR FOR SPECIAL SUMMER PROGRAMS (part-time, 9/74-5/75). Liaison with area high schools in establishment of TV and other programs. Sets up and administers special programs with academic departments and maintains contacts with business firms to promote use of evening programs for their employees. *Qualifications:* B.A. and at least two years' school teaching and/or administrative experience. Ability to work effectively with people. Access to automobile for school visits. \$7,750-\$9,625-\$11,500.

DEPARTMENTAL DEVELOPMENT COORDINATOR responsible for expansion of funding of existing and new research programs, development and implementation of plans for fund raising campaigns for medical department. Involved in research of patient locale, prepares prospecti for grants, writes and arranges

for production of promotional materials. *Qualifications:* Graduation from college or equivalent experience. At least five years' experience in PR, sales or fundraising. Desire candidate with knowledge of local community and local business and industry. \$13,550-\$16,875-\$20,200.

DEPARTMENT HEAD III, medical library (3/26/74).

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

ELECTRICAL ENGINEER (3/19/74).

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

RESIDENCE UNIT DIRECTOR (3/5/74).

STAFF NURSE (3/5/74).

SUPPORT STAFF (A-3)

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

ADMINISTRATIVE ASSISTANT I, engineering (3/26/74).

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

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

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

FILM PRODUCTION ASSISTANT, public relations office. To assist in the production of motion pictures and television news film. *Qualifications:* Degree in film production or graduation from a recognized trade school. Ability to work well with people and pay attention to technical details. Experience preferred but would be willing to train someone with high degree of interest and willingness to learn. \$8,500-\$10,000-\$11,500.

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

MECHANICAL ESTIMATOR (1/15/74).

MEDICAL SECRETARY (4) (3/19/74).

RECORDER, business office on campus. *Qualifications:* Ability to keep accurate and detailed records. Some college preferred. At least several years' experience preferred. \$5,825-\$6,825-\$7,825.

RESEARCH LABORATORY TECHNICIAN II (3/26/74).

RESEARCH LABORATORY TECHNICIAN III (3/26/74).

RESEARCH LABORATORY TECHNICIAN III to do enzyme preparations and assays, chromatographic separations, radioisotope incorporation studies, growth and maintenance of bacterial cultures, preparation of solutions and media. *Qualifications:* B.A. degree in biology or chemistry or degree in medical technology plus at least one year experience in biochemical, microbiological or tissue culture. \$7,525-\$8,825-\$10,100.

SECRETARY I, business office on campus. *Qualifications:* Excellent typing and clerical skills. Some knowledge of shorthand or dictaphone desired. Ability to deal effectively with people. \$5,050-\$5,875-\$6,675.

SECRETARY II, ombudsman's office. *Qualifications:* Ability to exercise judgment in dealing with a wide variety of people. Moderate typing skills. Several years' experience in an academic atmosphere preferred. \$5,425-\$6,325-\$7,225.

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

PART-TIME (A-4)

SECRETARY I. Good typing ability. Good clerical aptitude. Ability to deal effectively with people in person and by phone. 4 days/week, 2½-3 hours/day.

TECHNICAL SECRETARY. Excellent typing, shorthand or speedwriting required. Knowledge of French desirable. Approximately 20 hours/week.

TYPIST I. Typing insurance forms. Strong accurate typing required. (1)-3 days/week, 2 hours/day; (2)-3 days/week, 7 hours/day.

PENN TEMPS: temporary assignments for people who have excellent typing and, in some cases, shorthand or dictaphone. Call Valerie Sandillo, Ext. 7285; weekdays, 9-11, 130 F.B.

TUITIONS AND FEES ACADEMIC YEAR 1974-75

Full-time Students*

	Tuition	Fee	Total	Increase over 73-74
All undergrad.	\$3100	\$350	\$3450	\$285
Annenberg	3350	180	3530	270
GSE	3350	180	3530	270
Engr. (Grad.)	3350	180	3530	270
GSAS	3350	180	3530	270
GFA	3350	180	3530	270
Law	3250	180	3430	220
Nu. (grad.)	3350	180	3530	270
SSW	3300	180	3480	270
Wh. Grad. 1st yr.**	3420	180	3600	140
Wh. Grad. 2nd yr.**	3300	160	3460	0

Part-time Students (per course unit)

CGS	\$ 134	\$ 10	\$ 144	\$ 10
Wh-Ev.	134	10	144	10
Summer School	242	25***	267	22
Wh. Grad. 1st yr.	430	10	440	20
Wh. Grad. 2nd yr.	410	10	420	10
Other grad.	430	10	440	30

*Medicine, Dental, and Veterinary not yet set.

**Wharton Grad policy holds tuitions level for students' two years.

***per session

THINGS TO DO

LECTURES

Neutrinos from the Sun. Dr. Raymond Davis Jr., senior chemist at the Brookhaven National Laboratory and adjunct professor of astronomy here, discusses the present status of the Brookhaven Experiment at a Goodspeed-Richards Memorial Lecture. A-2 DRL, April 3, 4 p.m. Tea: 3:30 p.m.

How I Found the Real Jennie Churchill. Biographer Anita Leslie talks about research for her book about Winston's mother, Lady Randolph Churchill. Sixth floor, Van Pelt Library, April 4, 4 p.m. Sponsored by Friends of the Library.

Oil, Oil Revenues and the World Economy. Address by Abdulatif Al-Hamad, director general, Kuwait Fund for Arab Economic Development. B-1 Vance, April 5, 4 p.m.

Professor R. W. Southern, St. John's College, Oxford, speaks on *Towns, Universities and Society in the Twelfth Century*. Stouffer Recreation Center, April 8, 4:30 p.m. Sponsored by Medieval Studies Group and Graduate History Students' Club.

FILM/DANCE

Annenberg Cinematheque: Last program, with *cinéma vérité*, Allen Ginsberg, and Dreyer's famous *Vampyr*. Studio Theatre, April 4-7, 7:15 and 9:45 p.m. Tickets: Annenberg Center box office.

Ethnographic Film Series: Two films about Creole life produced by Les Blank: *Dry Wood*, and *Hot Pepper*, about bluesman Clifton Chenier. Ethnic Arts Gallery, Museum, April 5, 2 p.m.; April 6, noon.

Twyla Tharp and Company. Dance concert at Zellerbach Theatre, April 6, 8 p.m.; April 7, 2:30 p.m. Tickets: \$4, Annenberg Center box office.

EXHIBIT

Mayan Mosaics from Tikal: Two jade vessels, a death mask of jade and shell and a little ceremonial figure, all reconstructed over a period of eight years, and found at Museum excavations

at the Guatemalan ruins of Tikal. Dr. William Coe, Ann Coe and Elizabeth Easby reassembled the pieces; Dr. Coe said they "represent the most extraordinary samples of Mayan integrated mosaic work we have ever seen." The pieces will be on display at the Museum until later this year, when they must return to Guatemala.

TEA CLUB: APRIL 9, APRIL 23

The Faculty Tea Club will hold its annual meeting next Tuesday at 1 p.m. Mask and Wig Floorshow follows at 1:30 p.m. at Houston Hall Auditorium.

The club's April 23 spring luncheon will be an all-day affair this year, with a Museum highlights tour at 10 a.m.; a salad bar at lunch at the Rooftop Lounge of Hi-Rise North; and *Adam and Even*, a "play for living" produced by the Family Service of Philadelphia. There will be babysitting from noon at the Tabernacle Church, 3700 Chestnut St., at \$1 per child. Reservations at \$4 for lunch (note how many spaces for Museum tour) should be sent by April 16 to Mrs. John J. Foote, 115 Deep Dale Rd., Strafford, Pa. 19087.

GROW IT!

Children aged ten to fifteen will have a chance to learn how to cultivate a garden from start to finish at the Morris Arboretum's eighth summer "Grow It!" program, held this year from July 1 to August 22. At the Arboretum's Chestnut Hill farm, the children stake out their own plots and manage them in between courses on basic gardening, plant propagation, soil improvement, pest control and various crafts. Nina Gomez-Ibanez directs the program with instructors from the Arboretum staff and the Pennsylvania Horticultural Society.

A meeting of all interested students and parents will be held this Saturday, April 6, at 2:30 p.m. at the Arboretum, 9414 Meadowbrook Avenue, Chestnut Hill. Additional information and application forms may be obtained at the Arboretum, CH 7-5777.

APRIL 12 HOLIDAY

Good Friday, April 12, is a national holiday and administrative offices will be closed that day, according to an announcement from James Keller, Director of Personnel Administrative Services. Classes will be held as usual April 12, however, no student or faculty member is required to attend classes on a religious holiday associated with his or her religious beliefs.

WHARTON AWARD: NELSON ROCKEFELLER

The Wharton Graduate Business School Club of New York will give its 1974 Joseph P. Wharton Award to Governor Nelson A. Rockefeller at an April 16 dinner in the Waldorf-Astoria Grand Ballroom. Secretary of State Henry Kissinger is expected to attend. Reservations are \$30 through Dora Rogers at the Club office, (212) 867-7458.

ANYONE INTERESTED?

How many women on campus would be interested in a workshop on "Ways of Sheltering Dollars from Taxes and Inflation?" Janet Lindsley, a financial counselor at the Philadelphia investment brokerage firm Investors Economic Systems, has offered to head such a workshop at the Women's Center if campus response is favorable. The workshop would be held this semester and would be about two or three hours long. Call the Women's Center, Ext. 8611, if you'd like to attend the workshop.

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