

Almanac

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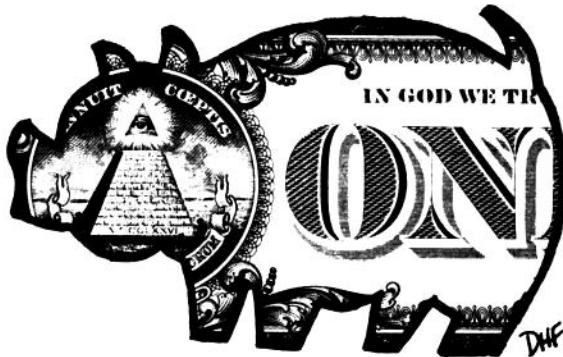
Published Weekly by the University of Pennsylvania

- WAYS TO SAVE: *Part One: Purchasing, Bookstore, Buildings & Grounds, Personnel Overhead, Part-time Hiring, Stitching in Time, and Saving for Yourself*

- No-Parking Map • OPENINGS • BULLETINS

COUNCIL

At its final meeting of the academic year, Council on May 8 passed unanimously and without discussion the Faculty Grievance Procedure approved by Senate April 17; voted "very high priority" for Houston Hall renovation but left funding methods to central administration to design (specific fees has been proposed earlier); resolved that "smoking is acceptable only in hallways, stairwells and private offices and laboratories where no contrary instructions have been posted" or in segregated lounges; and set up a system for the President and Provost to report back in the fall on previous-year Council actions that call for administrative implementation. Full texts of the May 8 actions next week.



TRUSTEES

Instead of an executive board meeting in June, the Trustees will again meet in a body to take up unfinished business: the Development Office's report on the market for fundraising; revisions in the 1974-75 budget (see below); structuring the executive committee under the new Statutes; an early retirement plan for faculty and administrators; and revision of Statutes to make permanent the Young Alumni Trustee category.

THE BUDGET MAY 3

The President took to the Trustees May 3 a budget of \$249,000,000 which, unlike the past two years' budgets, is unbalanced. It carries a \$620,000 deficit despite the fact that there is no major contingency fund in it.

The Trustees asked for further work to try to bring it into balance, and will review the revisions June 13.

In 1969-70, President Meyerson said in reviewing recent Penn financial history, the University came to an end of reserve funds and ran deficit budgets the next two years for an accumulated deficit of \$4 million. The two years after that, we again had balanced budgets through significant cost-cutting and increases in income.

We emerged with a relatively proud record alongside institutions with which we compare ourselves: tuition, room and board for students slightly less than those in comparable private institutions, financial aid holding its own competitively, and faculty salaries running slightly higher than in comparable schools. AAUP statistics for 1973-74, for example, show our average salaries for full professors exceeded only by Harvard, Yale and Chicago; Penn first in average salary to associate professors; and second only to Michigan for assistant professors. Even the \$4 million past deficit looks good beside Columbia's \$71 million.

This year, to give a 7.5 percent average increase in faculty and staff salaries and still keep tuition increase within the range of the rise in parental income, Penn ran into difficulty. Among the reasons: an estimated \$2 1/2 million increase in utilities cost alone; unreimbursed cost of indigent care in both hospitals, with Graduate already reaching the end of reserves and HUP close behind; and a state appropriation increase figure of only 3.9 percent in the Governor's message while inflation is at 10 percent and rising.

WAYS TO SAVE

However the final budget for 1974-75 comes out, the problem for the University as a whole will be to live within it as costs rise during the coming year.

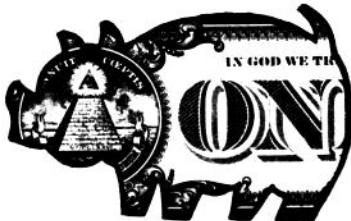
Responsibility centers and indirect cost centers alike will face the problem of doing the same job with less money, or deciding what jobs to give up doing.

Despite responsibility center budgeting, financial survival at Penn is still interlinked, no-man-is-an-island fashion, with rising costs in one unit affecting the money available to others. Indirect cost centers (which come in two varieties—income-producers like Bookstore, Dining Service and other auxiliary enterprises; and pure overhead items such as Personnel, Comptroller, Registrar et al.) concentrate not only on living within their own budgets but helping others live within theirs. On the following pages, *Almanac* has begun a two-part roundup of money-saving suggestions from units that serve the University as a whole.

A more formal study of indirect cost centers is being done by a Budget Committee subcommittee under Dr. Paul Taubman. His group will make specific recommendations to centers as it goes, but in the meantime is conducting all-University analyses on such subjects as the break-even point in recycling, the feasibility of closing any of our buildings in the summer, and the like. The first major tantalization the subcommittee encountered was the possibility of decreasing electricity cost by pinpointing the "peak load half-hour per month" that determines the rate we pay for power that whole month. Since the winter electric bill is then figured as 70% of the warm-weather rate, an unusual surge of power at the wrong half-hour on the wrong day can affect the whole year's power bill. A 10% reduction in the peak-half-hour consumption rate could save \$40,000 a year. Since upwards of 30,000 people have access to the on-off switches, the solution cannot come "from the top" via management decisions (though B&G has cultivated large-scale users of high-power lab equipment for scheduling outside peak hours). The key is for the scattered campus population to know the peak times and take steps to avoid them:

- The danger time is noon to 5 p.m. on hot humid days.
- August is bad, but September is the worst month because not only offices but dorms and classrooms are in use.
- Thus on hot, humid days after noon it helps to cut down or turn off room air conditioners if you have them . . . dispense with radios, electric coffee makers and other appliances . . . turn off lights when they're not needed.

(continued on page 2)



PURCHASING

The Purchasing Office under the direction of Robert M. Ferrell takes up a wide open space in the Franklin Building and if you *really* in your heart want to pinch pennies, *there* is the place to start. As the department's informal consumer-oriented *Purchasing News of Note* witnesses, the staff is prepared and well informed in methods of saving on everything from paper clips (*viz.*, their query about the mysterious order for 500,000) to X-ray equipment.

Another thing the Purchasing Office is, is understanding of those who are unfamiliar with the multiple and arcane forms needed actually to complete a purchase with University or grant funds. They have been holding hour-long open-house sessions twice a month on buying procedures, requisitioning and general confusions and gripes. Ask someone in your office to attend a session or go yourself.

Mr. Ferrell's exhortation to thrift echoes recent messages from the Budget Committee: plan ahead. "Firm prices are almost impossible to obtain over 60 days . . . Distributors are accepting fewer orders and making fewer deliveries . . . We can all help by prospecting future requirements, consolidating orders and dealing with local vendors who can provide the best delivery time and service."

Specific suggestions: ask for quotations on requisitions for equipment or supplies over \$750, either through Purchasing or by yourself. (For grants and contracts, it is *mandatory* to have three bids or else a signed waiver.) Requests for quotations have saved departments as much as 36 percent in recent cases, and in others from 8 percent to 23 percent.

Check your copies of invoices to be sure the Purchasing Office has the original and is processing it for payment. If you receive the original bill, send it to Purchasing right away. Do not pay for damaged, incomplete or not received shipments and tell Purchasing to stop payments on the bill.

Most offices can estimate their needs for general supplies fairly accurately. But budget administrators who have to arrange purchases of specialized laboratory equipment, chemicals or even lab animals can get good advice from the newsletter or from one of the Purchasing staff. Items in recent newsletters tell how to live with the shortage of agar weed . . . save \$300 on a centrifuge . . . catch price changes on imported frogs . . . and economize on a scintillation-counting cocktail of aromatic hydrocarbon solvents.

Occasionally, a University office will offer unneeded equipment for sale through the newsletter, and the Purchasing Office tells furniture customers what's available through the new surplus furniture account (*Almanac*, April 9).

Finally, remember: even though it's a bargain at twice the price, don't jump at that close-out on scrap foam at .12¢ a pound—unless, of course, you can really *use* it.

SAVING FOR YOURSELF

Purchasing Director Robert Ferrell also administers, for the Administrative Assembly, the "Purchase Power" consumer group for all Penn faculty and staff. A Purchase Power ID card, obtainable at 204 Franklin Building, brings discounts on major appliances such as televisions and automobiles as well as special service features and guarantees.

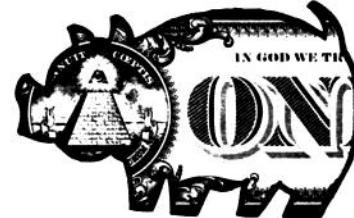
Penn's Bookstore is one of the last five in the country to retain faculty-staff-student discounts. Use them for sumptuous picture-books and other gifts for your summer hostess or better-than-downtown souvenirs for your summer guests. No mere bookstore, but a walking-distance shopping center of sorts, with three branches (*Almanac*, December 11, 1973).

BOOKSTORE SHOPPING

The University basically uses central purchasing at one Center City firm for office supplies, but many offices and individuals send out daily or weekly for "little things" out of petty cash: binders, felt markers and the like. A useful and economical habit is to try Penn's own bookstore first.

University offices get a 10 percent discount there to begin with, and there is no subway fare for the messenger you send. You can call ahead to see if your item is in stock (though you may get a busy line during the periodic textbook rushes of early fall and January). The Bookstore is open all summer and director Joel Allison and staff are reachable at Ext. 7595.

University Bookstore base prices are the same as or less than outside, made better by the discount. Even if prices are only equal, in-house buying has one other advantage: it circulates Penn money to Penn enterprises and keeps down the deficit that would otherwise show up in overhead figures to be shared out eventually.



BUILDINGS & GROUNDS

Husbanding the Buildings and Grounds dollar matters to the academic department administrator or faculty member in two ways. As a budget administrator, he or she is interested in getting the most service for the dollar and as a sponsor of a "responsibility center" the administrator is also interested in keeping costs at a minimum even though he or she may not directly control the budgets from which they are paid. The three principal expenditures made by the Department of Buildings and Grounds are for labor, electricity, and steam, in that order. The first of these affects every budget administrator directly, while the second and third strike only through the responsibility center.

Following are a few suggestions which if followed may alleviate the forthcoming financial crunch:

(1) *Electricity*. The basic rule is "turn it off when you are not using it". This applies to any appliance, light, or other electric service used by people. B & G is trying to adopt this maxim in the control of heating, ventilating, and air conditioning systems, and will appreciate the cooperation of all the campus community.

(2) *Steam*. The same principle applies here as to electricity, although a smaller proportion of the control is in the hands of the space occupant. However, the cooperation of everyone on campus is essential to economical operation of the heating systems.

(3) *Labor*. First, a high proportion of departmental work can be done less expensively by Buildings and Grounds personnel than by contractors if the work can be scheduled at a time that B & G can do it. This usually means winter rather than summer for many jobs. Second, if a contractor is to do the job, you will usually get it done for less if it is bid. This means that details have to be solved early enough to permit preparation of plans and specifications. Third, do it *once*. Changes during the process of a job add substantially to its cost. Fourth, make sensible decisions as to whether to "make" or "buy". It is usually much less costly to buy a standard article than to have a custom job done by the shop. As for little jobs, group them to cut down the number of trips. Travel time is a significant part of the small-job cost. Finally, make the job suit the requirement. Don't put a 20-year doorknob on a two-year door.

For your suggestions or advice on planning work call the B. & G. staff:

Director, Cushing Phillips
Assistant Director, Engineering & Work Control, Liutas K. Jurskis
Assistant Director, Repairs & Utilities, Donald J. McAleer
Assistant Director, Housing, Anthony Capuano
Manager of Housekeeping, Charles Sampey
Business Administrator, Elizabeth Stegner

PERSONNEL OVERHEAD

The biggest single drain in Personnel overhead costs is sloppy reporting of terminations. The money is lost two ways: (1) The University prepays benefits (insurance, health care, retirement) for *all* personnel monthly and collects by payroll deduction from those who pay into their own retirement or who have not chosen insurance or medical care as their optional paid benefits. When a termination is reported late, the University cannot retrieve what it has already paid out, nor recover it from the employee who is no longer here. (2) Resignations not *recorded* as resignations may later subject the University to payment of unemployment benefits to the terminated employee for up to six months. *Termination papers should clearly state the reason for leaving.* (Employees being terminated should similarly be aware that the recorded reason-for-leaving affects their eligibility for unemployment pay. Clear record-keeping is the key to prevention of abuse on either side in terminations.)

James J. Keller of the Personnel Office also notes that, in comparison to certain industries and government offices, the University tends to ask for higher educational qualifications in support staff jobs. When we say "degree required" we should be prepared to make intelligent use of the higher education we have asked for. Unless degrees are actually needed for the work that will be assigned, academic and nonacademic administrators should consider making increased use of the city-wide pool of personnel with good high school or commercial training for secretarial jobs, and of personnel with less-than-advanced technical training for less-than-advanced technical jobs. Look carefully at old job descriptions before refilling a vacancy.

And finally, before adding new support staff or refilling vacancies, administrators should review workloads, absenteeism and staff interaction to see if new internal systems can get all or most of a job done without additional full-time personnel. Hiring short-term personnel for project work; sharing personnel; or choosing part-time over full-time workers may reduce costs significantly. (There is no single guideline for such support staff allocation, the Personnel Office concedes; but advice and analysis are offered through Mr. Keller's office, Ext. 7280.)

PART-TIME HIRING

Using the in-house Penn Temps or Student Employment Office to hire temporary workers (1) is cheaper than using commercial agencies; (2) puts the full salary in the employee's pocket instead of an agency's; (3) often gives you a staff member already familiar with University procedures and (4) helps a student earn part of his or her "aid package"—or helps a faculty, staff or student wife eke out the family income. Call Valerie Sandillo, Ext. 7285, 9 to 11 weekdays, for Penn Temps. Contact Charles Friedman at Ext. 6966 for Student Employment.

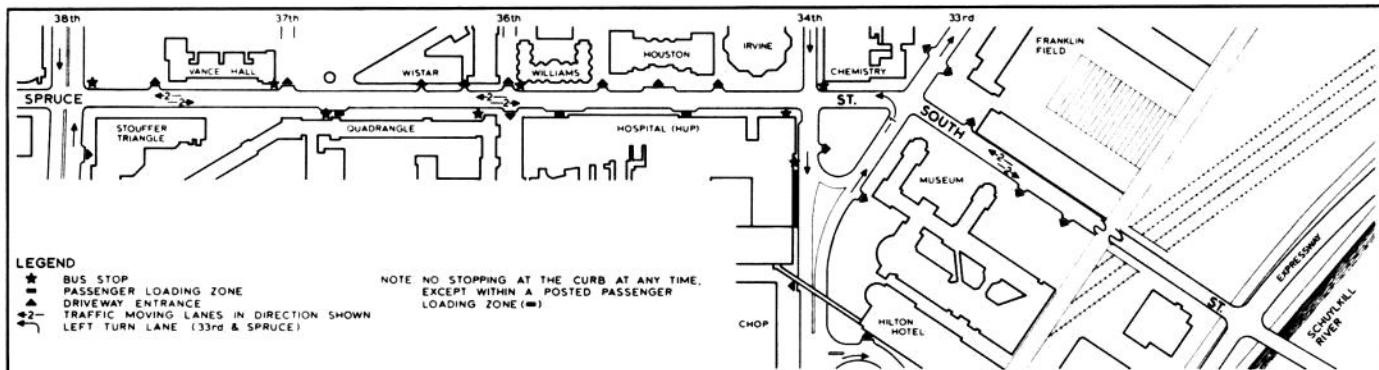
A third source of in-house hiring, especially of women (many with advanced degrees and more often with professional than secretarial skills) is Resources for Women, Ext. 5537, Mondays 12:30-3:30; Wednesdays and Thursdays 9:30-12:30.

STITCHING IN TIME

One of the most insidious of hidden costs is last-minute planning. Pick up from aerospace industries the notion of project planning, and see how much of your 1974-75 operation can be seen in terms of consecutive or overlapping projects with beginnings, middles and ends. Then, most important of all according to the A-3 Assembly spokesman Margaret Weyand, see *who* needs to know *what* and *when* in order to make the best use of human resources. Letting support staff be the last to know—when they are often the ones who will actually carry out details of the operation—can waste both managerial and secretarial/clerical time; lead to expensive last-minute orders for supplies and services; and raise the expenses of the indirect cost centers whose cooperation you need on short notice.

Another suggestion from Mrs. Weyand: use the summer to analyze staff capabilities, review training needs and seek causes of any turnover problems. Money is not the root of all leaving: was the right person doing the right job, and did his/her full capacity for thinking get used? If an employee has been on staff for some time, review the original job qualifications the person brought: you may be underutilizing former experience.

NEXT WEEK: *Printing, Mailing, Phones, Food, Lodging etc.*



SPRUCE AND SOUTH STREETS: A MOVING PICTURE NOW

As of today, the four lanes on South and Spruce streets between South Street Bridge and 38th Street are reserved for moving traffic and the entire area is posted as a tow zone. The towing regulation is a City ordinance, though the traffic movement plan is on trial pending City Council approval.

The Hilton Hotel garage is now open with some 800 spaces for day-long parking at \$1.75 per day. University personnel may arrange rental through the Penn parking office, Ext. 8667.

The new regulations are especially important to the University Hospital, which, with the University administration, requested the ordinances. Ralph L. Perkins, HUP executive director, said that "Street clearance can make the difference between life and death for an emergency victim being rushed to the hospital in an ambulance, taxi or car." The hospital's loading bays have in the past been filled with parked cars, Mr. Perkins explained, which meant that patients and visitors often had to load and unload in the middle of Spruce Street.

Dr. Anthony Tomazinis, director of the Transportation Study Center here and chairman of the Spruce Hill Association's transportation committee, predicted that the unclogging of Spruce/South streets would benefit West Philadelphia neighborhoods and improve vehicle and pedestrian safety throughout this part of the city.

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).

ACCOUNTANT II (5/7/74).

ASSISTANT COMPTROLLER (3/19/74).

ASSISTANT RESIDENCE UNIT DIRECTOR assists in management of unit; responsibilities include supervision of housekeeping and maintenance functions, room inspections, handling of student complaints, move in-move out scheduling. Qualifications: College graduate; aptitude for administrative and supervisory duties. \$7,750-\$9,625-\$11,500.

CHIEF ESTIMATOR/INSPECTOR responsible to the assistant director of engineering and work control for preparation of labor, material and cost estimates for Buildings and Grounds repair and utilities' jobs and supervision of facilities inspection program. Qualifications: High school graduate; college level education in technical and/or administrative fields desirable. At least ten years' experience in facilities construction and/or maintenance, including five years as estimator. \$10,250-\$12,750 (midpoint).

RECREATION INSTRUCTOR (4/30/74).

RECREATION SUPERVISOR (4/30/74).

RESIDENCE UNIT DIRECTOR (2) (3/5/74).

SENIOR SYSTEMS ANALYST (4/30/74).

SYSTEMS & PROGRAMMING COORDINATOR (5/7/74).

ASSISTANT TO THE DEAN (5) (part-time, 10 hrs./wk.) responsible for advising and counseling students on all matters affecting their academic careers, requirements, courses, college policy, referrals, administrative problems. Qualifications: Faculty member or University Ph.D. candidate; maturity, interest in helping students or counseling experience. Familiarity with University. Stipend for faculty: \$2,500; for graduate students: \$2,000. Send resumes only.

SUPPORT STAFF (A-3)

ADMINISTRATIVE ASSISTANT I, placement service (4/9/74).

ADMINISTRATIVE ASSISTANT I, publications office, to filter and screen appointments, develop and compose correspondence, devise questionnaires and interpret results. Has receptionist's, related clerical and office management duties. Qualifications: Excellent typing, ability to deal with numerous personal contacts. At least three years' secretarial experience. \$6,250-\$7,350-\$8,450. CLERK IV, campus business office (5/7/74).

COMPUTER TECHNICIAN I, Engineering School (5/7/74).

DATA CONTROL CLERK, data processing office (4/30/74).

DELIVERY CLERK, campus office. Qualifications: Ability to do heavy lifting. Pa. driver's license required. \$4,400-\$5,050-\$5,700.

ELECTRON MICROSCOPE TECHNICIAN II (5/7/74).

ELECTRONIC TECHNICIAN II (4/30/74).

ELECTRON TECHNICIAN III (5/7/74).

FILM COORDINATOR, Annenberg Center (5/7/74).

JUNIOR ACCOUNTANT, campus business office (5/7/74).

MEDICAL SECRETARY (2) (3/19/74).

PROJECT BUDGET ASSISTANT, physics business office (4/9/74).

RESEARCH BIBLIOGRAPHER II, Medical School (4/16/74).

RESEARCH LABORATORY TECHNICIAN II, laboratory analyses (4/30/74).

BULLETINS

The astronomy department will hold a *special open night at the Observatory* on the roof of Rittenhouse Labs for visiting alumni—and the rest of us—Friday, May 17, from 9-11 p.m.; the event will be cancelled if the sky is too cloudy. Check at Ext. 8176 or 5996.

Dr. Ian Zitron of the National Institute for Dental Research will give a special COHR seminar on *Early Generation of B-Cell Memory* at 234 Levy, May 20. Coffee, 4:30 p.m., talk 5 p.m.

The Faculty Club's annual meeting will be Wednesday, May 22, (4:30 p.m., Tea Room), not May 21 as in its mailing.

Applications for senior Fulbright-Hays awards for university lecturing and advanced research in foreign countries are due July 1 for fellowships to begin 1975-76. An information booklet on the program is available at the office of Fellowship Information, 3537 Locust Walk.

RESEARCH LABORATORY TECHNICIAN III biochemical analyses for research program. Assists in biochemical experiments; maintains analytic laboratory. Qualifications: Biochemical science major; talent for accurate laboratory work; previous analytical experience. \$7,525-\$8,825-\$10,100.

RESEARCH LABORATORY TECHNICIAN III, biochemical analysis (4/30/74).

RESEARCH LABORATORY TECHNICIAN III with knowledge of tissue culture techniques; response of lymphocytes to various stimuli; sensitivity to drugs; quantification of DNA/RNA protein synthesis. Qualifications: B.S. degree, science major. Background in immunological biochemistry. \$7,525-\$8,825-\$10,100.

RESEARCH LABORATORY TECHNICIAN III in immunology; emphasis on tissue sectioning (frozen), fluorescence microscopy and protein chemistry. Qualifications: B.S. degree; biology and chemistry background. \$7,525-\$8,825-\$10,100.

RESEARCH LABORATORY TECHNICIAN III in lipid and protein biochemistry pertinent to clinical neuromuscular disorders. Electrophoresis in varying media, enzyme assays. Qualifications: Experience with preparative centrifuges, column chromatography, electrophoresis and spectrophotometry. B.S. degree; strong biochemistry background. \$7,525-\$8,825-\$10,100.

SECRETARY II (5) (4/30/74).

SECRETARY III (4) (4/30/74).

SENIOR ADMISSIONS ASSISTANT, undergraduate admissions office. Qualifications: Ability to deal effectively with people. Some college preferred. Clerical experience at college or university helpful. Must be able to work independently. \$6,725-\$7,950-\$9,150.

TECHNICAL SECRETARY, Medical School (4/30/74).

TECHNICAL SECRETARY, bilingual French/English. Dictation and typing in French; bilingual editing; assist non-English speaking visitors; secretarial duties for graduate chairman. Much contact with students. Qualifications: Shorthand or speedwriting; typing in French and English. Fluent French and English. \$6,250-\$7,350-\$8,450.

TECHNICAL SECRETARY, Pennsylvania Muscle Institute, director's office (5/7/74). Phone Mr. Sminkey, 662-8452.

PART-TIME (A-4)

TYPISTS. Part-time positions available for persons with excellent typing skills.

PROGRAMMER. Part-time position programming Fortran, PL 1, SPSS.

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.

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