

Almanac

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BUDGET: MORE TRIMMING IN SIGHT

The University administration must take to the Trustees Executive Board on March 19 a "realistically balanced budget" for 1976-77, Executive Director of Budget Jon Strauss said last week.

Before starting the first round of trimming, the budget projected for the next fiscal year was \$7.6 million out of balance, Dr. Strauss said, using such parameters as no change in people or programs; a 6% rise in salaries and wages for all employee categories; a 7% rise in tuition; and projected inflation of 6% for responsibility center costs and 10% for indirect cost centers (the latter reflecting such uncontrollables as interest and insurance.)

On the basis of first-round instructions the deans and other center heads brought the working deficit down to about \$3.7 million early in January, applying cuts as dramatic as a projected 3% cut in personnel. By changing some of its parameters the Budget Committee whittled away another \$1.5 million of the problem total (dropping the A-1 and A-2 increase to 5%, and raising the projected undergraduate tuition-and-fee increase to 8.2% and graduate tuition-and-fee 11%).

For the second round, detailed instructions will go out shortly to all centers with updated projections showing what is left to work with, and asking responsibility centers to solve the remaining problems.

Meanwhile, uncertainty about income remains a factor in making sure the "balanced" budget turned in to the Trustees stays balanced. Commonwealth appropriations, for example, must still go from Governor's proposals (right) to legislative action.

"The Trustees want no surprises this year," Dr. Strauss said. In the past two budgets, unexpected changes have unbalanced during the year what began as balanced budgets. The 1974-75 overrun was channeled into the accumulated deficit, bringing it to its

current high of \$12.9 million (including the hospital and high-rise residence deficits). In 1975-76, application of nonrecurring funds of \$4.2 million rebalanced the budget in ways that cannot be repeated. The 1975-76 performance appears to be on target, he said, with some trouble spots that centers are pushing to correct by the end of the fiscal year.

COMMONWEALTH: SHAPP PROPOSES \$15,491,000

Governor Milton J. Shapp's budget proposals for fiscal 1976-77, delivered to the General Assembly last Wednesday, recommend a \$500,000 cut in direct appropriations to the University (elimination of an allocation for Dental Clinic operations, which was added to the 1975-76 budget by the General Assembly).

His "austere but not artificial" budget shows no change in other University appropriations—for instruction, student aid, School of Medicine, School of Veterinary Medicine, and University Museum. The total recommended is \$15,491,000, as compared to \$15,991,000 for the current year.

Budget recommendations also include, however, a 50 percent cut in allocations for "Institutional Aid Grants"—grants to independent institutions based on the number of students holding State scholarships. The University has been receiving about \$440,000 per year under this program. Last year the Governor recommended total elimination of the program, but it was reinstated by the General Assembly.

For the major State-related universities—Penn State, Pittsburgh, and Temple—the Governor recommended a four percent increase in the line item for instruction. The deletion of \$500,000 dental clinic allocations to Pitt and Temple, with other adjustments, brought total percentage increases to 3.9 for Penn State and 2.7 for Pitt and Temple.

In presenting his budget, Shapp noted that "the members of both the Senate and the House now have nearly five full months in which to analyze it, hold hearings, and make their own judgments."

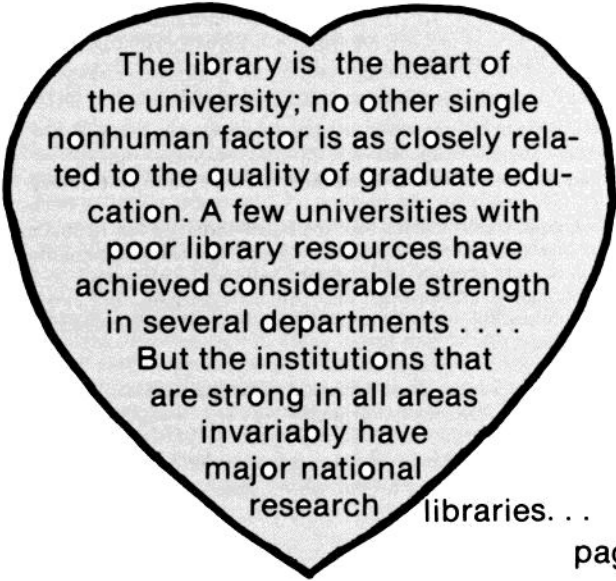
ENERGY: WAITING FOR INFORMATION

Results of the "energy experiment" will not be clear for several weeks, according to Dr. Robert F. Lucid, chairman of the task force set up last fall to evaluate financial and academic effects of the extended break at holiday time.

The task force cannot sit down to prepare its report until three major information pieces are in hand, none of them expected before February 20: (1) readings of energy use during the two-week "control period" that began February 9; (2) results of a questionnaire survey of faculty sent out this week by Dr. Ezra Krendel of the Energy Committee and (3) results of an Undergraduate Assembly survey of students.

The task force will add these pieces to evaluations received from deans, directors, registrar and others; and will look at such side effects as the cost of interest on money borrowed due to a temporary lag in cash flow as first-of-the-semester undergraduate tuition payments were affected by the break.

The task force will report to the Steering Committee of Council



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But the institutions that are strong in all areas invariably have major national research libraries. . .

and that Committee will determine the date a full report goes to Council—probably for the March 10 session.

TITLE IX: ALL-UNIVERSITY ASSESSMENT

All units of the University have been asked to assess their operations in the light of newly-announced HEW rules on implementation of Title IX of the federal Education Amendments of 1972, which prohibits "discrimination on the basis of sex in all education programs and activities receiving or benefiting from Federal financial assistance."

In a joint memorandum February 4, Provost Eliot Stellar and Senior Vice-President for Management Paul Gaddis told deans, directors, chairmen and business administrators, "It is essential to our integrity and excellence as an educational institution, and to assure the continuance of Federal financial support, that the University examine its policies and practices and determine if it is in full compliance with Title IX.

"The implementing regulation affects virtually every University activity," they continued. Attached to the memo are pages from the *Federal Register* giving full text of the regulations, and a set of forms for examining and attesting to compliance with regulations on employment and personnel administration—"academic and nonacademic employees, both full and part-time."

Copies of the memorandum and the *Federal Register* reprint are available for inspection at the Office of Equal Opportunity, 4025 Chestnut Street, and the Office of the Secretary, 112 CH.

SENATE SAC ACTIONS 2/4/76

Senate Nominating Committee Elected

Since no additional nominations by petition have been received within the allotted time, the Advisory Committee's slate for the Nominating Committee is declared elected. Those elected are:

James L. Ackerman (Dental)
Henry D. Berkowitz (Medicine)
Howard Brody (Physics)
William C. Forsman (Chemical Engineering)
William Hanaway (Oriental Studies)
Charles H. Kahn (Philosophy)
James W. Lash (Medicine), *Chairman*
Ann L. Strong (City & Regional Planning)
Robert A. Zelten (Insurance)

Request for Nominations for Senate Offices and Membership on Senate Committees

Pursuant to Section 11(b) (I) and (II) of the Rules of the Faculty Senate you are invited to suggest candidates for the posts and terms slated below, with supporting letters if desired. Candidates' names should be submitted promptly to the Secretary of the Senate, Steven C. Batterman, c/o Faculty Senate, 303A College Hall CO or to the Chairman of the Nominating Committee, James W. Lash, 236 Anatomy-Chemistry G3.

The Following eleven posts are to be filled for 1976-77:

Chairman-Elect of the Faculty Senate (1 yr)

(Incumbent: Robert F. Lucid)

Secretary-Elect of the Faculty Senate (1 yr)

(Incumbent: Robert A. Zelten)

Four Members of the Senate Advisory Committee (3 yrs)

(Incumbents: Maria Z. Brooks, Lucienne Frappier-Mazur, Fred Karush, Robert Maddin)

Two Members of the Senate Advisory Committee (2 yrs)*

(Incumbents: Alexander M. Capron, Richard A. Cooper, James Muhly)

*Two members only because Carroll Smith-Rosenberg returns from academic leave to complete her 3-year term.

Two Members of the Senate Committee on Academic Freedom and Responsibility (3 yrs) (Incumbents: Henry Hiz, Iraj Zandi)

One Member of the Replacement Pool for Academic Freedom and Responsibility (3 yrs) (Incumbent: Jacob Abel)

At least 42 days prior to the spring meeting the list of candidates that will have been compiled by the Nominating Committee will be circulated to the Senate membership, with an invitation for additional nominations via petition, if any, in accordance with the Rules, Sec. 11(b) (III) and (IV).

—Steven C. Batterman, Secretary

OF RECORD



TOWING POLICY

Following is the text of a memorandum issued February 10, 1976, by the Vice-President for Operational Services.

The Department of Security & Safety and the Parking Service have been instructed to strictly enforce the University's towing policy within the campus area, including University garages and parking lots. This restatement of established University policy and practice is being made in anticipation of the large number of cars that are expected to be brought into the University area during the Bicentennial Year.

Permitted Parking and Towing Policy

For the information of students, faculty, staff, visitors, and other guests: Parking is only permitted on campus with an appropriate permit issued by the Parking Service (for garages and parking lots) or the Department of Security & Safety (for any other campus location). Motor vehicles without the appropriate parking permit sticker (for garages and parking lots) and/or special permit (for any other campus location) are towed by a private contractor. The towing fee and designated location to recover cars towed from garages and parking lots are posted within each facility. The entrances to all campus paths, walkways, service drives, and/or service areas have been (or are in the process of being) similarly posted. The private contractor is bonded and is responsible for any damage that may occur to a car during the towing process. The contractor's personnel will release, to its owner, a car that has been towed upon payment of the \$20 towing fee plus storage charge. The rate for storage is \$2 per day. If an owner finds his/her car about to be towed away, he/she may pay the tow truck operator \$5 (for the immediate release of the car) to reimburse the operator for the time expended in coming to get the violating vehicle. The contractor requires payment in cash before releasing a towed or about-to-be-towed car and (upon request) will give the vehicle owner a receipt for the payment. If the posted information has been obliterated or removed by vandals, information concerning where towed vehicles may be reclaimed can be obtained from the Campus Security Office in Memorial Tower, 37th and Spruce Streets, or by calling 243-7297/98.

University Traffic Court

As noted above, a towed (or about-to-be-towed) vehicle is only released after the fee has been paid to the towing contractor. When a student or University employee feels that her/his vehicle has been unjustly towed, s/he may appeal to the University Traffic Court for a refund. The appeal should be in writing, state the relevant facts, and be addressed to the Traffic Court, 112 College Hall. A fee refund is made when the Court decides in the complainant's favor. A visitor or guest should bring her/his towing complaint to the attention of the Parking Service (P-107 Franklin Building Annex; 243-8667) or the Campus Security Office (see address and telephone number above), whichever has jurisdiction.

Visitor Parking; HUP; Shuttlebus

Every attempt is being made to maintain an orderly, peaceful, and attractive campus during this anniversary year. Guests and visitors who plan to drive to the campus are invited to contact the Parking Service (243-8667) for the location of convenient visitor campus parking facilities. A Hospital bus operates between the lots reserved for Hospital patients and visitors during the hours of 8 a.m. to 5 p.m. Curb spaces are reserved and posted by the City at the Hospital's three principal entrances for the convenient and safe loading/unloading of passengers who use wheelchairs: Ravdin Institute, west side of 34th Street, south of Spruce Street; Maloney Memorial Clinic, southeast corner of Spruce Street at 36th Street; Gates Pavilion, south side of Spruce, at mid-block between 34th and 36th Streets. The University Parking Service lots along the Hospital bus' route are identified in *University Hospital Parking Shuttlebus Service*. A copy of this brochure can be obtained from the HUP Public Relations Office, 34th and Spruce Streets, or by calling 662-2560.

—Fred A. Shabel

At tomorrow's Council meeting, one of the major agenda items is an information report by the Director of Libraries, based on the advanced text below. It will be followed at Council by remarks from Dr. Roland Frye, chairman of the Committee on Libraries, and by a question-and-answer period for Council members. Those in the University community at large who also wish to comment may address Mr. De Gennaro at Van Pelt Library or submit contributions to Almanac at 515 Franklin Building.

The Libraries in Transition

A Report to the University Council by Richard De Gennaro

The Library's story at this time is the story of financial support—past, present, and future—and how the Library uses that support. Let me first review past support levels and characterize briefly the University's traditional attitude toward library funding. Then I will report on the present state of the Library by analyzing recent budget and inflationary trends and indicating the Library's responses to those trends in the last six years—the period of my tenure as director, as well as a critical transition period for the library. Finally, I will look at the future: first at next year's projected budget cuts and their effects on service, and then at the longer-term budgetary outlook as well as possible sources of future funding. It will not surprise you that I conclude with an urgent plea for increased support to permit the continued maintenance of a research and teaching library of national standing for the University of Pennsylvania.

I. The Past: A Legacy of Inadequate Support

At some time in its history this university accepted more modest goals and priorities for its library than did most of the other leading private universities with which it compares itself. Once the level of a library's funding—or more precisely, once the percentage of total institutional expenditures allocated to the library—is firmly established, it tends to continue at that level unless or until some major change occurs in the nature, goals, or leadership of the institution. This means that library support levels tend to remain relatively stable over decades and that universities tend to be trapped by their early self-images for libraries and other facilities. Harvard, Yale, and Princeton, among others, set high library goals for themselves and managed to sustain them. Pennsylvania set relatively modest goals for itself and has never been able to raise them. From its ranking of tenth place nationally in the size of its library in 1960, Penn has fallen to eighteenth place in 1975. This loss can be explained largely by the fact that during the last two decades state-supported universities expanded rapidly and began overtaking the private universities. However, the leading private university libraries such as Harvard, Yale, Columbia, Stanford, and Cornell, have all done better than Penn at retaining their relative standings and rankings. Harvard and Yale were in first and second place in 1960 and remain there today.

During the affluent decade of the sixties when support for research libraries was almost universally on the rise, this university continued to allocate to the Library its traditional 2.1 percent of total University expenditures (excluding the expenditures for the hospitals). In the last five years this has risen to 2.7 percent as a result of increases in salaries forced by unionization and the charging of employee benefits to the Library's budget. Three-and-one-half percent is considered to be an average for national research universities, while 4 to 5 percent is considered to be good. To increase the Library's share of the total University expenditures from the present 2.7 to the 3.5 percent average would require an addition of 27 percent or \$1.5 million to its current expenditures of \$5.2 million. This is not a reasonable expectation in view of the University's current financial plight. The best that

can be hoped for is to minimize the budget cuts that are being projected for the next few years.

II. The Present: Crisis and Response

The bright side of our Library history in the sixties was that the University succeeded, with substantial assistance from the General State Authority, in rehousing its main library and several of its other major units in new or renovated space, and the Library's budget was increased at a rate which kept pace with inflation. However, a decline in the Library's fortunes began around 1970 with the loss of government book funds and the relative diminution of University support. This decline was further accentuated in 1975 by further budget reductions and rapidly rising book, journal, and personnel costs, and the outlook for the next decade or two is continued austerity. The University of Pennsylvania Library, like many other academic research libraries, is now caught in a serious long-term financial squeeze which has three major components:

- 1) Inflation in book and journal prices. In 1972/73 the Library's book appropriation, excluding the Law, Medicine and Annenberg libraries, was \$622,000. This year it is \$656,000, an increase of only 5 percent from three years ago. During that same period, the average price of U.S. books and periodicals rose by approximately 50 percent. Foreign book and periodical prices have risen at about the same rate, while the dollar has been devalued in Europe by another 10 to 15 percent. In sum, the Library has lost nearly half the purchasing power of its book and journal appropriation in the last few years. As a result, the Library now faces a grave crisis, and if these trends continue for two or three more years (and it is likely that they will), and if the Library's book appropriation is not substantially increased to counter them, then the Library will face an even more depressing prospect.
- 2) Inflation in the number of books and journals published. The world's output of potentially useful publications is growing at a rate of 5 to 15 percent annually. At the same time, there is a constant broadening of research interests and demands upon the Library for collecting in new subject and geographical areas, including Black Studies, Women's Studies, South Asia, the Middle East, East Asia, etc., without any corresponding diminution of interest in traditional disciplines.
- 3) Increasing personnel and benefits costs. Although the number of positions in the Library is declining as a result of the introduction of computerized systems and other efficiencies, personnel and benefits costs have risen sharply over the last five years to keep pace with the rapidly spiraling cost of living and to do justice to a professional staff that was underpaid because librarianship was traditionally a woman's profession.

The Library has taken steps to cope as effectively as possible with each of these three major developments. The staff has implemented a program to review and reorient the Library's acquisitions policies and procedures, it is carefully scrutinizing all book purchases and periodical subscription commitments, and has eliminated nearly all the unnecessary duplication and marginally important materials. The organization and procedures have been streamlined and cost-effective automation has been introduced; productivity has been increased, and the number of

positions in the Libraries has been significantly reduced in recent years. Sixteen positions were eliminated at the beginning of this year alone in response to budgetary pressures.

What is most remarkable is that during the last six years, despite declining budgetary support and rampant inflation, the University Libraries have achieved an extraordinary record of innovations, improvements in procedures and services, and increased responsiveness to the needs of users—all by making more effective use of limited existing resources.

The net effect of these changes, economies, and redeployment of resources, which are described in detail in my annual reports, has been to increase the overall efficiency and responsiveness of the University's library system. It is a much leaner, but probably stronger, and more fiscally responsible and viable organization today that it was six years ago in practically all respects. The one area in which we have lost considerable ground is in the acquisition of essential books and journals. We have simply not been able to keep pace with inflation.

III. The Future: Transition to what?

Powerful inflationary trends on the one hand, coupled with increasingly effective technological and resource-sharing capabilities on the other hand, are causing all academic research libraries to undergo a fundamental reassessment and reorientation of their traditional collection development goals and service strategies as they make the painful transition from the affluent sixties to the austere seventies and eighties. Because it was never greatly overextended, even in the sixties, our Library has already made the necessary transition that most other libraries will have to make in the next five years. That transition is from the traditional research library of the sixties with primary emphasis on developing massive local research holdings, to the more economical and efficient research and teaching library of the seventies which is an active participant in a growing regional, national, and even international system for sharing resources and which emphasizes accessibility and service to users.

We have tried to turn austerity into strength. We have made our previous budget cuts in ways that least impaired services and acquisitions so that neither our present nor future users would suffer. However, it now appears that we may have been too successful in shielding our users from the effects of these cuts. The danger we now face is that the transformation that has taken place in the Library during the last six years has not been clearly understood or appreciated by the University community. It may still have the idea that there are more economies that can be made in the Library without seriously damaging its capacity to serve the essential needs of present and future users. But this is not the case. The Library system has reached the end of its ability to make effective, yet painless, economies.

The Library's budget guidelines for next year call for a 10 percent increase in the book and journal budget to help counter current inflationary pressures, and this is good news. But they also call for a 3.26 percent reduction in the personnel budget and this will require the elimination of ten or twelve positions. Added to the sixteen positions that were eliminated in 1975-76, this constitutes a reduction of 10 percent of the Library's total work force in two years. In order to make these reductions, a number of significant cuts in services to users will have to be made, including the integration of the Education library into the main stack collections in Van Pelt. This is only the beginning of the reductions in services that will be required in the next several years if the Library is to fulfill the administration's recent mandate which calls for a major reallocation of the Library's resources and efforts away from providing services to users and toward building its research collections. Apparently the financial crisis is such that the administration believes that we can no longer afford the present balance between services and collections and that a choice must be made between the two in favor of collections.

Even after all reasonable economies have been made in reducing services, the Library will continue to face chronic financial

NO SECRET

Once in a while a newcomer may think he/she has really been left out on finding that for over two years the Data Service Office of the Van Pelt Library Reference Department has been providing computerized literature search services that enable rapid, efficient and inexpensive access to the published literature of more than two dozen fields. The service is no secret; and just to make sure everyone has a chance to try it, the Data Services Office will present a demonstration and perform on-line literature searches *free of charge* for the University community on Thursday, February 12. Two sessions will be held that day in the first-floor Conference Room of the Van Pelt/Dietrich Library Complex. The first, beginning at 10 a.m., will stress the computer files of the social science disciplines and the second, beginning at 2 p.m. will deal with the more numerous data bases of the sciences. However, individuals are encouraged to attend either or both of the sessions at their convenience. Each demonstration will last approximately two hours in order to provide ample time for searching individual requests. If your field of interest is among those listed below, these demonstrations will probably be of interest to you.

<i>Sciences</i>	<i>Social Sciences</i>
Agriculture/Nutrition	Business/Management
Biological Sciences	Education
Chemistry	Market Research
Computers/Electronics	Psychology
Engineering	Social Science Citations
Environmental Pollution	Statistics (Business/Finance)
Geology	Statistics (Federal Agencies)
Metallurgy	U.S. Congress Publications
Meteorology	U.S. Patent Literature
Oceanography	
Petroleum Sciences	<i>Interdisciplinary</i>
Physics	Doctoral Dissertations
Science Citations	Government Technical Rpts.
	Research Project Rpts. (SSIE)

For further information, call:

—Jim Cogswell, Ext. 7555.

problems as long as the annual increases in its budget fail to keep pace with the more rapidly inflating cost and number of new publications it must acquire. Clearly, Library support must be increased, but where will the money come from?

It will not come from increasing the membership and support of the Friends of the Library organization as is sometimes suggested, desirable as that may be. A Friends group exists to stimulate interest in the Library and to help it acquire certain special books and manuscripts that otherwise it could not afford. Since the total income from Friends is under \$15,000 a year, we cannot realistically look to them for a significant contribution to the Library's operating expenses.

Nor can we look to the University's Program for the Eighties for any more than a useful supplement to the book budget. The reason is obvious. The Library's share is \$8 million, or 3.5 percent of the total goal of \$255 million.* It is doubtful that the entire Library share in our campaign will be raised if the experience of Harvard and other university library fund drives are an indication, but even if it is, the income from \$8 million will yield only \$400,000 a year. By the time the money is in hand five years from now, its purchasing power will be seriously eroded by inflation and rising costs. The Program money will be a significant and welcome supplement, if in fact it proves to be a supplement and not a displacement for current income. But in any case, it is clearly

*It is interesting to note that the library's goal in the University of Chicago's current development campaign is \$28 million of a total of \$280 million, or 10 percent. Princeton's current campaign is for \$125 million, of which the library's goal is \$25 million, or 20 percent. Yale's campaign is for \$370 million of which \$36 million or 10 percent is for the library.

not the solution to the Library's long-term budgetary problems.

The only real solution to the problem of Library funding at Penn is the continued allocation of general University funds for the Library's budget at a rate which will at least permit the Library to keep ahead of inflation and to maintain its present minimal collections and services and avoid further deterioration. Some Library supporters have suggested that this goal is too modest and that the University can and should aspire to bolder and more ambitious Library programs, but previous experience and present financial realities indicate that this is a time to plead for survival rather than expansion.

Every great university has a great research library. The building and maintenance of such a library is a serious long-term commitment and requires a large and increasing annual appropriation of general university funds. In this century, and particularly in the last two decades, no research library has been able to sustain itself to any significant degree by reliance on endowed funds and current gifts. A few libraries, such as Harvard, Columbia, and Princeton, are still receiving as much as 15 to 20 percent of their income from these sources, but the percentage is decreasing with each passing year. Most other major academic libraries, including ours, receive less than one or two percent of their annual income from endowed funds and gifts. It is clear that the University of Pennsylvania must ask itself whether it wants and can continue to afford a modern research and teaching library at least as good as the one it now has.

Perhaps the answer must be *no*, that the University can no longer afford its present libraries. If this is the answer, the Library management can set its budgetary expectations and its collection development and service goals at appropriately reduced levels. It is possible to operate a less expensive library system with reduced services, fewer decentralized units, fewer books and journals, and a smaller staff—but it should be clearly understood that five or ten years from now this library will be totally inadequate to serve the needs of a national research university and it will not be possible to recover the lost ground.

We can only hope that the answer will be *yes*; that the University does aspire to continue to maintain a research and teaching library of national standing to support its faculty and graduate programs. In that case the Library can set its budgetary expectations and its goals at higher levels and strive to build a library worthy of a national university.

How will this critical decision be made? Probably not by a thoughtful review of the issues and a formal pronouncement by the Trustees or the President, but almost inadvertently, by the level of Library budget appropriations that are made during the next three years when the University faces its financial crisis and decides its future by the way it allocates its limited funds. For the guidance of those who will make these allocations, I offer a quotation from Allan M. Cartter's 1966 survey, *An Assessment of Quality in Graduate Education*, sponsored by the American Council on Education. On page 144 he writes:

The library is the heart of the university; no other single nonhuman factor is as closely related to the quality of graduate education. A few universities with poor library resources have achieved considerable strength in several departments, in some cases because laboratory facilities may be more important in a particular field than the library, and in other cases because the universities are located close to other great library collections such as the Library of Congress and the New York Public Library. But the institutions that are strong in all areas invariably have major national research libraries.

What this says and what I have been trying to say in this report is that quality universities generally have quality libraries. Quality libraries are not only rich in resources, they are also staffed and managed so as to be responsive to the needs of those who use them—and they are expensive to maintain. When a university can no longer afford a quality library, it can no longer afford to be a national research university. Their destinies are inseparable.

The Building Administrators: Who Are They and What Do They Do?

What's a building administrator? Though the "job description" is still evolving, the men and women who have recently added this title to their regular full-time responsibilities do have a basic set of duties in common. The building administrator is charged to:

1. Monitor the interior and exterior condition of the building or buildings assigned—largely for cleanliness and state of repair, but also for smooth operation and (between visits from safety inspectors) for elimination of hazards to person or property.

2. Coordinate work done by physical plant (including housekeeping), engineering and construction, and other units in Operational Services. The building administrator has full responsibility when the work is "building" work—hallways, rest rooms, grounds, etc. When the work is "office-related" the building administrator becomes a coordinator instead: the work order still originates with the office that wants its walls painted, but the building administrator needs to know of the work request if for no other reason than possibly linking it up to *another* office-painting job (or one of the building-related jobs like painting a hallway) so that the work orders might "piggyback" to reduce total cost to both users of painting services. The building administrator is also an expeditor: if an office asks for improvements or repairs and they are slow in coming, it's his or her job to press for action.

3. Know everything there is to know about his or her assigned territory, about resources available to keep up the property, and about the systems of Operational Services that carry out work—not only maintenance but mail service, telephone installations and parking, issuance of keys, energy conservation and so on.

Although no occupant should wait for the building administrator to report an emergency or process a routine order, faculty and staff should know who their building administrators are and where to reach them (below). Any building not listed is administered directly by Physical Plant. For those, a call to *Betty Chaney* in Vice-President Fred Shabel's office (Ext. 7241) is a good starting point.

Allied Medical Professions (School of), 3901 Pine St.—*Louise Glicksman*, 100 SAMP/H2

Anatomy/Chemistry, 3301 Spruce St.—*Joseph Bullock*, B-48 Med. Labs/G3

Annenberg Center & School, 3620 & 3680 Walnut St.—*Vernon Wattenberger*, 323 Annenberg Center/CT

Archives, North Arcade, Franklin Field—*Hamilton Elliott*, N. Arcade, Franklin Field

Bennett Hall, 34th & Walnut Sts.—*Dr. Robert F. Lucid*, Bennett Hall/D1

Biology Building, 37th & Hamilton Walk—*Saul Katzman*, 210 Biology Bldg/G5

Biology Therapeutic Svcs. Labs., 3800 Hamilton Walk—*Saul Katzman*, 210 Biology Bldg/G5

Botanical Gardens & Greenhouse, Hamilton Walk—*Saul Katzman*, 210 Biology Bldg/G5

Caster Building (SSW), 3701 Locust Walk—*Jeanne Jensen*, 3701 Locust Walk/C3

Chemistry Complex, 3301 Spruce St.—*Robert Gelow*, 139 Chemistry Bldg/D5

Class of 1920 (First Level), 38th & Locust Streets—*William G. Petrick*, 3729 Locust Walk/CV

Class of 1920 (Lower Level)—*Joseph S. Kowalski*, 3732 Locust Walk/CW

Class of '25 House, 3940 Locust Walk—*Norman Fashek*, 3940 Locust Walk/BD

College Hall, College Hall Circle—*Manuel Doxer*, 116 College Hall/CO

(continued)

- Colonial Penn Center**, 3641 Locust Walk—*Audrey O'Brien*, 209 Colonial Penn Center/CE
- David Rittenhouse Laboratory**, 209 S. 33rd St.—*Jim Hobbs*, 106 DRL/E1
- Dean of Students Office**, 3533 Locust Walk—*Dr. Claude Mayberry*, 3533 Locust Walk/CQ
- Dental Medicine** (School of), 4001 Spruce St.—*Albert J. Mauriello*, Dental School/A1
- Department of Community Medicine**, 36th & Hamilton Walk—*Joseph Foglio*, Rm 115, 36th & Hamilton Walk/GA
- Dietrich Graduate Library**, 201 S. 36th St.—*Charles Jenkins*, Van Pelt Library/CH
- Dietrich Hall**, 3630 Locust Walk—*Harry Gaber*, E-108 Dietrich Hall/CC
- Edison Building**, 3221 Walnut St.—*Joseph Secor*, M54 Towne Bldg./D3
- Education** (Grad. School of), 3700 Walnut St.—*Dr. Hugh M. Shafer*, B-12 Education/C1
- Eisenlohr Annex**, 3808 Walnut St.—*Dr. Howard Mitchell*, 301 W. Eisenlohr Annex/BF
- Eisenlohr Hall**, 3812 Walnut St.—*Dr. John E. Free*, 306 Eisenlohr Hall/B2
- Environmental Studies Inst.**, 3400 Walnut St.—*Peter Shephard*, 101 Fine Arts/CJ
- Faculty Club**, 200 S. 36th St.—*James M. Lloyd*, Faculty Club/CD
- Fels Center**, 3814 Walnut St.—*Ada Katz*, Fels Center/B1
- Fine Arts** (School of), 210 S. 34th St.—*Peter Shephard*, 101 Fine Arts/CJ
- Fine Arts Store** (Lower Level, Furness), 230 S. 34th St.—*William G. Petrick*, 3729 Locust Walk/CV
- Flower-Cook Observatory**, RD #2, Malvern, Pa.—*Dr. William Blitzstein*, 4N 10 DRL/E1
- Franklin Building & Annex**, 3451 Walnut St.—*Arthur Hirsch*, 700 Franklin Bldg/I6
- Furness Building**, 230 S. 34th Street—*Peter Shephard*, 101 Fine Arts/CV
- Gimbel Gymnasium**, 37th & Walnut Sts.—*Robert Glascott*, Gimbel Gym/I1
- Graduate Hospital**, 19th & Lombard Streets—*Christopher D'Erasmus*, Graduate Hospital/X1
- Harnwell House**, 3820 Locust Walk—*Frank Allegra*, 3820 Locust Walk/B9
- Harrison House**, 3901 Spruce St.—*Nicholas D. Constan, Jr.*, 3901 Spruce St./BB
- Hayden Hall**, 240 S. 33rd St.—*Henry Faul*, 115 Hayden Hall/D4
- High Rise North**, 3901 Locust Walk—*Stephen Miller*, 3901 Locust Walk/B8
- Hill Hall** (Lower Level), 33rd & Walnut St.—*Joseph S. Kowalski*, 3732 Locust Walk/CW
- Hill Hall Residence**, 3333 Walnut St.—*Dr. Barbara Wiesel*, 3333 Walnut St./J1
- Houston Hall**, 3417 Spruce St.—*Anthony S. Codding*, Houston Hall/CM
- Houston Hall Snack Bar**, 3417 Spruce St.—*Joseph S. Kowalski*, 3732 Locust Walk/CW
- Hutchinson Gymnasium**, 220 S. 32nd St.—*Martin Zwiren*, Hutchinson Gym/E4
- Ice Rink & Levy Tennis Pavilion**, 32nd & Walnut St.—*Bob Glascott*, Gimbel Gym/I1
- Irvine Auditorium**, 3401 Spruce St.—*Anthony S. Codding*, Houston Hall/CM
- LRSB Building**, 3231 Walnut St.—*D.S. Gelletich*, 100 LRSB Bldg./K1
- Law School**, 100 S. 34th St.—*Dr. Robert Maguire*, 101 Law School/I4
- Law School Cafeteria**, 100 S. 34th St.—*Joseph S. Kowalski*, 3732 Locust Walk/CW
- Law School Dormitories**, 3428-32 Chestnut St.—*Stephen Miller*, 3901 Locust Walk/B8
- Leidy Laboratories**, 38th & Hamilton Walk—*Saul Katzman*, 210 Biology Bldg./G5
- Lippincott Building**, 2429-41 Locust St.—*Bruce Jeffreys*, P-221 FBA/I6
- Low Rise North**, 3900 Walnut St.—*William Harvey*, 3900 Walnut St./B7
- MBA House**, 3734 Locust Walk—*Vince Walters*, 111 Vance Hall/CS
- Mayer Residence**, 3817 Spruce St.—*Stephen Miller*, 3901 Locust Walk/B8
- McNeil Building**, 3718 Locust Walk—*Elizabeth Moran*, 126 McNeil Bldg./CR
- Monell Chemical Center**, 3500 Market St.—*Martin Bayersdorfer*, 3500 Market Street/TA
- Moore School**, 200 S. 33rd St.—*Dr. Harvey Garner*, 329 Moore/D2
- Morgan** (School of Nursing), 205 S. 34th St.—*Patrick Burke*, 100A Morgan Bldg./D7
- Morris Arboretum**, 9414 Meadowbrook Ave., Phila.—*Gordon A. Brandes*, Morris Arboretum/RS
- Music Building**, 201 S. 34th St.—*Dr. Lawrence Bernstein*, 204 Music Bldg./D8
- New Bolton Center**, RD#1, Kennett Square, Pa.—*Dr. Charles J. Hollister*, New Bolton Center/VI
- Nichols House** (Grad Tower B), 3650 Chestnut St.—*John Schaeztl*, 3650 Chestnut St./I9
- Office of the Ombudsman**, 3537 Locust Walk—*Val Gossman*, 3537 Locust Walk/CP
- Palestra**, 220 S. 32nd St.—*Robert Weinbauer*, Weightman Hall/E7
- Psychology Laboratory Building**, 3720 Walnut St.—*Lucy Turner*, 3815 Walnut St./T3
- Psychology Office Building & Annex**, 3815 Walnut St.—*Lucy Turner*, 3815 Walnut St./T3
- Quadrangle**, 37th & Spruce Sts.—*Russell Fulton*, 112 Bodine/G9
- Ringe Squash Courts**, 220 S. 32nd St.—*Martin Zwiren*, Hutchinson Gym/E4
- E.F. Smith Hall**, 215 S. 34th St.—*Marthenia Perrin*, 109 EFSH/D6
- Stiteler Hall**, 208 S. 37th St.—*Dolores Davis*, School of Social Work/C3
- Stouffer Dining Commons**, 38th & Spruce Sts.—*Joseph Kowalski*, 3732 Locust Walk/CW
- Stouffer Triangle**, 320 S. University Ave. Ext.—*Tom Hoskins*, Stouffer, 3700 Spruce/G8
- Tandem Accelerator Laboratory**, 3216 Chancellor St.—*Charles T. Adams*, 2E5 DRL/E1
- Towne Building** (CEAS), 220 S. 33rd St.—*Joseph Secor*, M54 Towne Bldg./D3
- University Museum**, 3260 South St.—*Christopher B. Conyers*, 116 Museum/F1
- University Press**, 3933 Walnut St.—*Warren R. McGraw*, 3933 Walnut St./T8
- Valley Forge Res. & Educ. Building**, Howelville, Pa.—*Dr. Harvey L. Garner*, 329 Moore/D2
- Vance Hall**, 3733 Spruce St.—*Vince Walters*, 111 Vance Hall/CS
- Van Pelt House**, 3909 Spruce St.—*Randy Miller*, Van Pelt House/BC
- Van Pelt Library**, 3420 Walnut St.—*Charles Jenkins*, Van Pelt Library/CH
- Veterinary School & Hospital**, 325 S. 39th St.—*Ann Kronfeld*, 104 Vet School/H1
- Wayne Hall**, 3905 Spruce St.—*Andrew Condon*, Houston Hall/CM
- Weightman Hall, N.**, 235 S. 33rd St.—*Charles Scott*, Weightman Hall/E7
- Weightman Hall, S.**, 235 S. 33rd St.—*Julie Staver*, Weightman Hall/E7
- Williams Hall**, 36th & Spruce Sts.—*Russell P. Sebold* (Deputy: *Paul Pitts*), 519 Williams Hall/CU
- All Parking Garages & Surface Lots**—*Steven D. Murray*, 107 FBA/I6
- 3609 Locust Walk**—*Marlane Creeden*, 3609 Locust Walk/C9
- 3611 Locust Walk**—*Elizabeth Rappold*, 847 Williams Hall/CU
- 3907 Pine St.**—*Dr. Sidney Shore*, 113A Towne Bldg./D3



No Smoking

What's black and white with a bright red stripe and soon to appear all over? The new *No Smoking* decals, designed by Operational Services to remind the campus of the Council resolution (*Almanac* October 14) that prohibits lighting up in some quarters:

Smoking is not acceptable in lecture halls, classrooms, libraries, committee meeting rooms, or public lounges (except where special segregated "smoking" areas have been provided).

The intent and spirit of this resolution is to protect the right of nonsmokers without placing them in the defensive position of having to request relief at every offensive incident.

Building Administrators (page 5-6) and the Office of Operational Services will put the 6" by 7" signs in the aforementioned areas, but faculty and staff who want to convey a no-smoking message in their own offices and labs can get decals from Betty Chaney, 700 FB, Ext. 7241.

HONORS

Dr. Henry D. Berkowitz, associate professor of surgery, has been named a Fellow of the Philadelphia Academy of Surgery.

A portrait of *University Trustee Henry M. Chance II* has been added to the Gallery of Distinguished Engineering Alumni in the Towne Building. The chairman of the board of United Engineers and Constructors, Inc., was honored at ceremonies last December. His portrait joins those of alumni *Dr. Ralph Landau*, chairman of Halcon International, Inc. and of *Ralph R. Teetor*, a noted inventor and industrialist.

The Pennsylvania General Assembly has confirmed the three-year reappointment of *Dr. Helen C. Davies* to the board of trustees of Pennsylvania State University. Dr. Davies, associate professor of microbiology here, was also elected by the Penn State trustees to their executive board and to their educational policy committee.

The Wharton Business School Club of New York will present the Joseph Wharton Business-Man Award to *Reginald H. Jones*, member of the Wharton Board of Overseers and chairman of the General Electric Company, at ceremonies in New York next month.

The Brazilian Academy of Humanities has awarded its Pro Mundi Beneficio Medal to *Dr. Y.H. Ku*, professor emeritus of electrical engineering. The award is presented to those "who are outstanding in different branches of human relations, as well as in cultural and scientific fields."

Dr. Joseph K. Perloff, professor of medicine and pediatrics, served last month as the eleventh John S. Lawrence Visiting Professor of the Department of Medicine at UCLA. His topic for the Lawrence Honor Lecture was "The Postoperative Cardiac—A New Patient Population."

To honor *Dr. Lauren H. Smith*, emeritus professor of psychiatry, the Institute of Pennsylvania Hospital has established a year-long lectureship in his name that will bring eight outstanding physicians to lecture at the Institute.

The Commonwealth's Historical and Museum Commission has added *Springfield Mill* at the Morris Arboretum to the Pennsylvania Inventory of Historic Places.

John Abraham, *Cleon Bullock*, *Anne Carrington*, *Betty Sarnese* and *Abraham Tucker* of the Faculty Club staff will be honored upon their retirement with a reception and dinner at the Club February 18. Members R.S.V.P. by February 16.

OPENINGS

The following listings are taken from the Personnel Office's weekly bulletin and appear in *Almanac* several days after they are first made available via bulletin boards and interoffice mail. 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 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.

The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint), in that order.

ADMINISTRATIVE/PROFESSIONAL (A-1)

ACCOUNTANT II to inform and advise business administrators and managers; present statements; analyze accounts. *Qualifications:* B.S. in accounting; two years' accounting experience; ability to speak and write clearly. \$10,675-\$13,275.

JUNIOR RESEARCH SPECIALIST to prepare specimens for electron microscopy with special emphasis on cytochemical reactions; photograph slides; file; order supplies and chemicals. *Qualifications:* B.S. in chemistry; electron microscopic training; extreme diligence and patience. \$8,075-\$10,050.

JUNIOR RESEARCH SPECIALIST to use standard spectrophotometric techniques, high speed centrifuges, chromatographic and electrophoretic procedures and enzymatic assays in carrying out experiments designed by lab chief. *Qualifications:* Bachelor's degree; several years' laboratory training in the above procedures. \$8,075-\$10,050.

SUPPORT STAFF (A-3)

ADMINISTRATIVE ASSISTANT I (2) (2/3/76).

ADMINISTRATIVE ASSISTANT I to write correspondence; issue purchase orders; handle light bookkeeping and scheduling for rooms and equipment; answer phones for busy office; perform general secretarial duties. *Qualifications:* Several years' administrative experience, preferably at Penn; good typing skills. \$6,550-\$7,925.

ADMINISTRATIVE ASSISTANT I to supervise clerical personnel; coordinate office work flow; handle budgets, payroll and personnel/financial forms and records; prepare department reports; relay program information to students and faculty; handle student registration. *Qualifications:* Three year's secretarial experience; thorough knowledge of office procedures; ability to deal with all kinds of people. \$6,550-\$7,925.

DENTAL ASSISTANT I to provide routine assistance to dentist or student dentist; prepare dental treatment areas; mix dental restorative materials; help with dental radiography; maintain and clean, disinfect or sterilize instruments and equipment; keep patient records. *Qualifications:* Completion of dental assistance course; one years' experience; ability to execute above procedures. \$6,200-\$7,275.

ELECTRON MICROSCOPE TECHNICIAN II (1/27/76).

LICENSED PRACTICAL NURSE (12/16/75).

MEDICAL SECRETARY (4) (1/13/76).

MT/ST OPERATOR (1/27/76).

RESEARCH LAB. TECH. III, enzyme assays (12/16/75).

TECHNICAL TYPIST (12/2/75).

WELDER/BURNER to weld (both gas and electric); braze; fabricate jobs from shop drawings. *Qualifications:* Five years' experience as a journeyman; high school diploma; ability to read blueprints. *Union scale.*

HOURLY PAID AND PART-TIME (A-4)

HISTOLOGY TECHNICIAN, three days/week (1/27/76).

RESEARCH LAB. TECH. III, 20-30 hours/week (12/9/75).

TYPIST II, 20 hours/week (1/13/76).

COOPERATIVE HOUSING

Just before the semester break, the Subcommittee on Housing of the Council Committee on Community Relations asked for expressions of interest in development of faculty and staff housing near campus on a cooperative or condominium basis. As we move into a second stage of planning, we would like to hear from any who missed the earlier notice or have delayed in responding. Kindly write to us c/o Office of the Secretary, 112 CH, or Ext. 7006.

—Allyn Rickett, Subcommittee Chairman

BLOOD DONORS: FEBRUARY 17

The yellow and red banner will be up over Locust Walk and the staff of volunteers will be in the Christian Association to take contributions to the Blood Donor Club, February 17, 11 a.m. to 6 p.m. The next chance to give: February 19 at Wistar Auditorium, 10 a.m. to 2 p.m.

ANTIQUES SHOW: SOON

The University Hospital Antiques Show won't open its doors to the first preview guests until April 5, but if you plan to be among them or to attend any of the special events of the number one show in the country, sign up now. Almanac correspondents in New York and Boston, sites of the second- and third-ranked shows, report record crowds and sell-out suppers.

The show is organized—from start to finish—by the Board of Women Visitors at HUP, with proceeds funding such Hospital improvements as the newly installed 11-bed short procedures unit.

Besides the fifty-five dealers with wares to sell, the Show will bring a unique exhibit: A Palette of Pennsylvania Folk Art. More details of events will be published, but these are the ones requiring reservations and subject to sell-out:

Antiques Show Preview: April 5, 5:30 to 9:30 p.m. includes refreshments, dinner and parking service; tickets: \$75 per person (\$60 tax deductible) or \$250 for four persons (\$200 deductible) with checks payable to Board of Women Visitors. *Supper at the Show:* April 8, 5:30 to 9:30 p.m. includes supper and admission; tickets: \$17.50 (\$7 deductible). *Rittenhouse Square House Tours:* April 7 and 8, 10 a.m. with buses leaving the 29th St. side of the 30th Street Station and returning to the Armory at 12:45 p.m. *Fairmount Park House Tour:* April 7, 1:30 p.m. with buses leaving the Armory and returning there at 4:30; tickets for all tours: \$12.50, which includes admission. *Gourmet Gallery Luncheons:* April 6-9, noon to 2 p.m., does not include admission; tickets: \$4. *Gallery Tours:* April 7-9, 10:30 a.m. includes admission; tickets: \$7. *Special rates* of \$6.50 per person for admission and luncheon are available to groups of 20 or more. All checks, except for the Preview, are payable to University Hospital Antiques Show, 206 Almur Lane, Wynnewood, Pa. 19096. For reservations or information: M1 2-6557.

MEDIEVAL STUDIES: NOW

The Summer Institute in Basic Disciplines for Medieval Studies offers seminars in Arabic Paleography and Latin/Vernacular Paleography; a workshop in the use of videotape for teaching; and colloquia with visiting scholars Marie-Therese d'Alverny, Janine Sourdelle-Thomine, Dominique Sourdelle, Aziz Atiya and Robert Lopez during its June 7 to July 9 program at Van Pelt Library. Open to graduate students or to those who have recently completed their studies, the Institute is supported by a grant from the NEH providing scholarship and stipend. Drs. George Makdisi and Edward Peters are director and associate director respectively. Applications, originally due January 30, should be submitted promptly; they are available from Erica Wood, Ext. 5423 (afternoons).

THINGS TO DO

LECTURES

Carl Machover, executive vice-president of Information Displays, Inc., launches the civil and urban engineering department's colloquium series with *Computer Graphics in Engineering*. February 11, 3 p.m. in Alumni Hall, Towne Building.

Power to the people: Edmond Bacon, former executive director of the Philadelphia Planning Commission, describes the effect of the citizens' voice on city planning in the sixth installment of *The Making of a City*. February 12, 8 p.m. on Channel 12.

The Conversion of Wastes into Food and Feed. Dr. Arthur Humphrey, dean of the College of Engineering and Applied Science and professor of biochemical engineering, speaks February 13 at noon as the Food and Society Seminars continue in Houston Hall.

Dr. Emanuel Sivan, professor of history at Hebrew University, discusses the *Impact of Islam on the Modern-day Middle East* during a luncheon lecture February 18 at noon in the Hillel Foundation. Reservations are required for the \$2.50 lunch, Ext. 7391. Sponsor: Hillel Faculty Group.

If you're yearning for the wide open spaces but can't seem to get farther west than 69th Street, stop by at the Morris Arboretum for its two-lecture course on *cacti, succulents and the Southwest*, February 18 and 25, 10 a.m. Admission: \$7 members, \$10 others, CH7-5777.

The Impact of Technology on Religious Institutions. The Right Reverend John Walker, Suffragan Bishop of the Diocese of Washington, speaks as the Third Herbert Spencer Lecture Series continues in Alumni Hall, Towne Building. February 18, 3 p.m. Sponsor: department of civil and urban engineering.

EXHIBITS

Wharton teams up with the ICA for a *graphics exhibit* at Vance Hall's Hoover Lounge, then goes solo in bringing Sigrid Christianson's *sculptures* to Lippincott Library. Both exhibits run through February 23.

Penn students have been showing their prints to Fine Arts faculty member Hitoshi Nakazato for five years. Now he shows his *etchings, serigraphs and drawings* to the campus in an exhibit at Houston Hall, February 13-27. Sponsor: Penn Union Council.

FILMS

Down to the wire—or above it all? *People Out of Time* is screened February 11 at 5:30 p.m. as the Archaeological Film Series continues at the Museum.

Cinematheque opens its spring season February 12 at the Annenberg Center with four new film series shown twice, Thursday to Sunday evenings. Black Cinema: *11 p.m.*, Darwin Hawkins' recently discovered story of black urban life in the 1930s; February 12 at 7, February 15 at 9:30. Artificial Worlds: 100 minutes of cartoons, all of them winners of at least one award, are screened in the Philadelphia premiere of the *Ninth International Animation Tournee*; February 12 at 9:30, February 15 at 7. Criminal Myths: the *Force of Evil* gets to John Garfield, a lawyer gone bad; February 13 at 7, February 14 at 9:30. Godard—The Communication of Crisis: *My Life to Live*, with Anna Karina (Godard's wife at the time), and *Voices*—of Mick Jagger and company—in Richard Mourant's documentary of Godard directing "Sympathy for the Devil"; February 13 at 9:30 and February 14 at 7. Tickets at \$2 per series (\$1 for students) are available from the Annenberg Box Office, Ext. 6791.

Detente: four hours of films from *mainland China* shown February 14 at 5 p.m. in the Museum's Harrison Auditorium. Sponsor: Chinese Students and Alumni Association and the Museum's National Cultures Program.

Run Wild, Run Free is screened for the kids February 14 at 10:30 a.m., while *The Village*, recording one of the last Gaelic-speaking communities in Ireland, is shown February 15, 2:30 p.m.; both at the Museum.

In the news: *Sambizanga*, a portrait of Angolais resistance in Luanda, screened February 18, 7 and 9:30 p.m. in the International Women's Film Festival at Houston Hall. Tickets: \$1.

ALMANAC: 515 Franklin Building (I6) Ext. 5274

Editor.....Karen C. Gaines

Assistant EditorJane Wilson

DistributionDana Cummin