

Almanac

Volume 22, Number 31

April 27, 1976

Published Weekly by the University of Pennsylvania

- COUNCIL: *Predicting Academic Performance*
- SENATE: *Agenda; Committee on Education; Committee on Economic Status of Faculty*
- *Economic Status: A Personal View (Abel)*
- OF RECORD: *Space Allocation Guidelines*
- OPENINGS • THINGS TO DO

Admissions: 4286 for 2020

The University has offered admission to 4286 of the 8715 applicants for its Class of 1980, and expects to enroll a freshman class of 2020 in the fall, Dean of Admissions Stanley Johnson has announced.

Last year, the applicant pool was 9000 and the admitted students totaled 4200 for an enrollment of 1971 freshmen.

While the pool was smaller and the admitted number higher this year, Dean Johnson noted, class quality rose as measured by two out of three key indicators, and remained the same on the third: SAT's were constant at 600 verbal, 650 math, both this year and last; achievement scores rose from an average of 630 to an average of 640; and the predictive index (see page 2) rose from 2.7 to 2.8.

Among those admitted, 436 were designated Benjamin Franklin Scholars in recognition of "exceptional academic ability" this year, compared to 412 named to the BFS group last year.

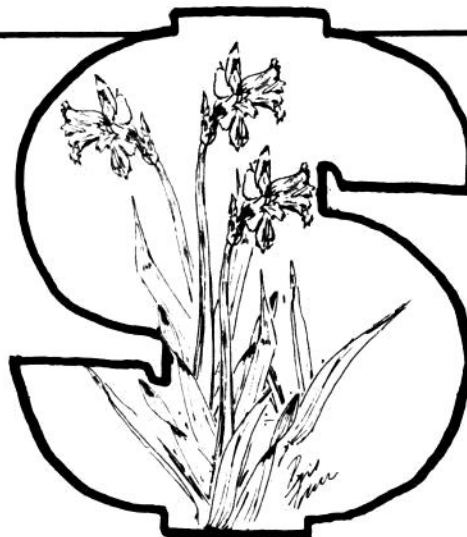
Sex, Race and Geography

"We are especially encouraged by the substantial number of women applicants to the Wharton and Engineering schools this year," Dean Johnson said. While the arts and sciences have for some years enrolled about one-third women, he said, Wharton and Engineering began to attract significantly greater numbers of women last year when both schools increased their recruiting. Of the 1570 applicants to Wharton this year, 253 are women; 88 of the 549 offered admission there are female. In Engineering, 125 of the 939 applicants are women, and 78 of the 508 admitted are women.

"Since both the admissions and financial aid evaluations are made on a sex-blind basis," the Dean said, "and since male/female scores are roughly comparable (men slightly higher on math, women slightly higher in class rank), the key to increasing women's enrollment is to attract more women applicants." Women continue to predominate in both applications and admissions to the Schools of Nursing and Allied Medical Professions, Dean Johnson added.

Minority applications were up this year, from 1107 in 1975 to 1187, with 550 admitted and some 25 wait-listed pending clearances in their high school records. The minority applicants are spread over five population groups: Black (312 admitted out of 745 applicants), Asian-American (156 out of 268), Latino (45 out of 95), Chicano (35 out of 74) and American Indian (2 out of 5). Although the Black admission figure at this point in the cycle is lower than the total of Blacks admitted by the end of the cycle last May, the success of those on the wait list could bring the number up to last year's, Dean Johnson said. This month the University will also bring a number of minority students to campus at University expense to acquaint them with academic and extra-curricular offerings.

Pennsylvania residents make up more than a quarter of the applicant pool and of the admitted group this year: 2175 applied and 1182 have been offered admission. Of the 1182, 99 were recruited via the Small Communities Program in which the admissions office seeks out rural and small-town students who might not otherwise apply to Penn.



This issue has three pages on the economic status of the faculty and three on the cost of central administration, and just a few words in defense of some daffodils. . .page 3.

COUNCIL: COMMITTEE OKAY ON LIBRARY CUTS

Council's Library Advisory Committee has unanimously endorsed Director Richard De Gennaro's three proposals (*Almanac* April 6) to merge the Education, Lippincott and Fine Arts collections into the Van Pelt stacks to reduce operating costs and redirect some \$200,000 toward acquisitions.

At its April 8 meeting the committee also endorsed a proposal to reduce the hours of the Rare Books and Manuscripts Reading Room at Van Pelt from the present 9-to-5 to 1-to-5 p.m. schedule Mondays through Fridays.

PHYSICS: OFFER TO AZBEL

The physics department has offered a visiting professorship to Mark Azbel, a physicist from the Soviet Union who has been denied permission to emigrate to Israel. Professor Azbel served as head of the Department of Electron Theory at the Landau Institute of Theoretical Physics and as professor of physics at the University of Moscow. After applying for a visa in order to accept a position at the University of Tel Aviv, he was dismissed from both positions. He has suffered police harassment and has been denied direct access to scientific literature and materials.

Since losing his official status, Professor Azbel and other disenfranchised Soviet scientists have organized the Moscow Seminar, which meets on Sundays in the Azbel apartment to exchange news and discussion on scientific advances.

The Philadelphia Academic Committee for Soviet Jewry, whose spokesmen are Professor Gerald J. Porter, mathematics, and Associate Professor Barry L. Eichler, Oriental studies, has been organizing support for the Azbel case, along with the Student Struggle for Soviet Jewry and the Soviet Jewry Council of the Philadelphia Jewish Community Relations Council.

DR. McDANIEL: COMING ALONG AT 105

Dr. Walton Brooks McDaniel, emeritus professor of Latin since 1937, is in Underwood Hospital at Woodbury, N.J., where his condition is described as "coming along fine" under treatment for a broken hip. Dr. McDaniel turned 105 on March 4.

The Prediction of Academic Performance: An Admissions Study

Last fall the University Council Committee on Admissions and Financial Aid was asked by the Steering Committee of Council to review admissions policy concerning the children of faculty and staff (F/S) who are not admitted under regular procedures. It must be stressed that only a minority of F/S children attend Penn, and that many of those who do come here are admitted under the regular admission process in the top academic and diversity groups. The committee was asked to consider whether or not any changes in policy should be made for the special admission component devoted to F/S children. This request stemmed in part from concern over the seemingly high fraction of all F/S children who have been admitted under the special procedures provided in the McGill report and implemented for the past eight years. This was just part, however, of an even greater concern over the fact that, whereas the McGill report called for a maximum of 10 percent of the class to be admitted under special procedures, in recent years the portion has risen to over 23 percent.

On the one hand it has been argued that since special admissions components have a low average predictive index (PI), their admission should be reduced to the McGill level. Contrary to this view, it has also been argued that the PI is useless in assessing the capability of F/S children to do satisfactory academic work at Penn. To weigh these arguments the committee asked for some facts about the academic achievement of F/S children attending Penn and how it compares to the achievement of other students. Accordingly a statistical study was made on all undergraduates who matriculated as freshmen during the years 1972-75, inclusive.

Because of some incomplete records the number of students counted depended slightly on the variables being examined, but it was greater than 6000 in all cases. Anonymity of the students was assured because the study was done by a computer which printed only the values of the statistical parameters for groups of students.

Some of the results of the study are shown in the accompanying graphs. Figures 1 and 2 are histograms that show the utility of the PI for predicting academic achievement for all students. For each range of PI the vertical bar shows the fraction of all matriculated students whose cumulative grade point average (GPA) is less than 2.0 (Figure 1) or greater than 3.0 (Figure 2). The value 3.0 is close to the University-wide undergraduate average. The horizontal dashed line shows the result that would be expected if there were no correlation between the predictive index and the cumulative grade point average.

In Figure 3 the average GPA is plotted against the average PI for all students (open symbols) and for the children of faculty and staff (closed symbols). For each group three points are shown according to admission status: academic, diversity, and special admissions.

The task of the committee is to interpret these data and to make recommendations about admissions policy. With the results of this study in hand, even the choice to recommend no change would be a deliberate and informed decision. Publication of these results has been done in the belief that all University constituencies represented in Council should have access to the information being used to make such an important decision.

—Roger H. Walmsley, Chairman

Figure 1

GRADE POINT AVERAGE LESS THAN 2.0

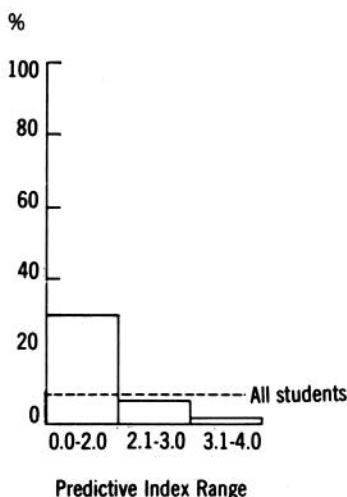


Figure 2

GRADE POINT AVERAGE GREATER THAN 3.0

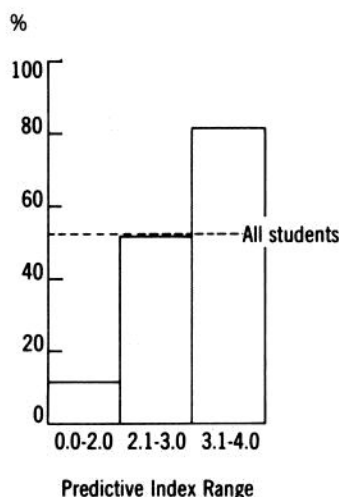
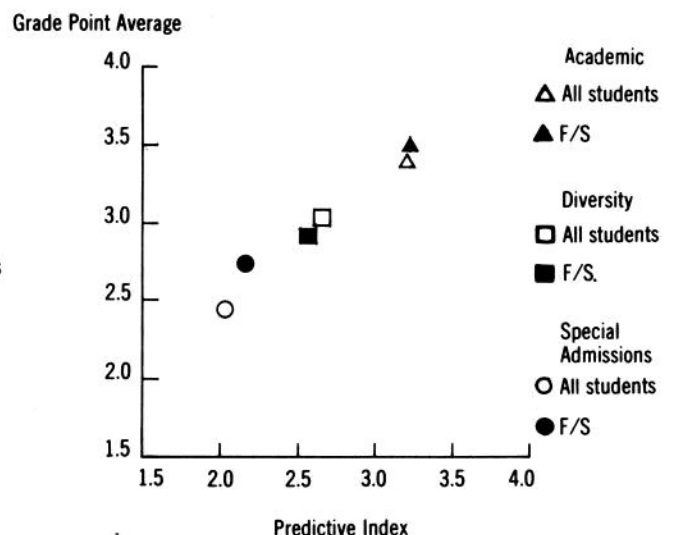


Figure 3

CUMULATIVE GRADE POINT AVERAGE vs. PREDICTIVE INDEX



INFORMATION REPORTS

Chairman's Report (Ralph D. Amado); *Development Campaign* (Charles C. Price); *Economic Status of the Faculty* (F. Gerard Adams; see page 7 of this issue); *Students* (Mitchell Litt); *Education* (Donald D. Fitts; see pages 3-6 of this issue); *Publication Policy for Almanac* (Robert L. Shayon).

ACTION ITEMS

By-laws change to be presented by Chairman-elect Robert F. Lucid: Section 8(d) (ii) Committee on the Economic Status of the Faculty. Insert after "institutions" in the fifth line: . . . and shall represent the faculty in the determination of University policy on salary issues.

Resolution on the report of the Joint Senate Committee on Administration (Almanac March 16) to be presented by Chairman Clifton C. Cherpak:

The Faculty Senate approves the report of the Joint Senate Report on Administration.

Resolution on the report of the Committee on the Faculty on a proposed new clinical track in the school of medicine (Almanac April 6) presented by Dr. Lucid for Chairman Benjamin S. P. Shen and subcommittee chairman Vincent H. Whitney:

The Faculty Senate approves the report of the Senate Committee on the Faculty for the creation of a new clinical faculty track in the School of Medicine with the following three additions: (1) In order to avoid confusion a single uniform title should apply to all faculty in this track. The Faculty Senate recommends the choice Professor (Associate Professor, Assistant Professor) of Medicine (or other specialty) at University Hospital (or other base hospital); (2) The appropriate committees of the School of Medicine should develop in consultation with the Senate Committee on the Faculty criteria for appointment and promotion in this track and for contracts; (3) the Faculty Senate reaffirms the interpretation of the Senate Committee on the Faculty limiting membership and voting rights in the Faculty Senate to the Standing Faculty.

Resolution on recommendations on graduate education of the Educational Policy Committee based on a report of the ad hoc Joint Committee of SAC and EPC (Almanac February 17):

A. The Faculty Senate

1. Supports the principle of a single, University-wide Ph.D. degree with minimal requirements set by and monitored by a broadly representative faculty body.

2. Endorses the role of such a body as the central focus of information, and coordination in Ph.D. programs throughout the University.

3. Emphasizes the need for systematic, regular, periodic review of all educational units in the University. The central Ph.D. granting body should contribute to and be cognizant of any such review involving Ph.D. programs.

THEREFORE, the Faculty Senate approves the report of the Educational Policy Committee in principle and recommends the establishment of a Graduate Division of the Faculties of the University of Pennsylvania but recommends that the Educational Policy Committee clarify further those areas in which the responsibilities and functions of budgetary units, graduate groups, and the Council of the Graduate Faculties overlap.

B. The Faculty Senate recognizes the special situation of the graduate groups in the biological and health sciences and recommends a reorganization in the spirit of the proposals in the Educational Policy Committee report.

MUCH ADO ABOUT DAFFODILS

In response to telephone callers asking why flowers have been planted on College Green during a budget crisis, Vice-President Fred Shabel notes that the daffodils (and their seasonal replacements) are the gift of the Alumni Club of Rochester, N.Y. The azaleas were given by the Administrative Assembly in memory of Founding Chairman John Kershner.

Report of the Committee on Education

April 13, 1976

This report is divided into two parts. Part I is presented here; Part II will appear later this year.

Part I**A. PREFACE**

Since the modification or improvements of present educational programs at this University and the implementation of new educational programs are strongly influenced by budgetary considerations, it is a natural concern of the faculty that the available funds be spent wisely. In this regard the size and efficiency of the University administration is often questioned in informal discussions. Accordingly, the Senate Committee on Education has undertaken an investigation into the indirect cost center budgets. These budgets include the central administration, operation and maintenance of facilities, and student services. We report here a summary of the data which we have collected along with our comments on those data. We make no recommendations for action. Our purpose is solely to inform the Faculty Senate.

Our study reflects only on the size of the administration, in terms of both numbers of personnel and dollars spent, but not on its efficiency. One possible test of efficiency would be to compare our data with the corresponding data from other universities. However, the organization within a university is complex and differs markedly from university to university. Thus, a meaningful comparison would require a detailed study of each university in the test group and the reorganization of the data on a common basis. Such an extensive plan is beyond the interests and capabilities of this committee.

B. INDIRECT COST CENTERS

The organization of the University budget is complicated and confusing; it lacks the seemingly logical structure that professors are accustomed to find in or to impose on the materials with which they work. Lest the members of the Senate be unduly discouraged while reading this report, it should be noted that even high-ranking members of the administration cannot always recall the exact category into which certain budgetary units fall. Rather than attempting to restructure our data, we have chosen the speedier course of retaining the organization used by the University.

There are five indirect cost centers: General Administration, Operations & Maintenance, General Expense, Student Services, and Library. Part I of this report deals only with General Administration. The budgets of Operations & Maintenance, General Expense, and Student Services will be covered in Part II, to be presented later this year. Since the Library budget has been the subject of a recent report in *Almanac* and since the Library is regarded by the Faculty as an educational resource rather than part of the University's administration, this committee has not studied the Library budget.

These indirect cost center budgets cover only what might be termed the "central administration" of the University. Each school or responsibility center also has its own administrative structure

with concomitant expenses and budgets. As a committee reporting to the Faculty Senate, we felt that a study of administrative costs within a school would be better left to the faculty of that school. There is, however, one University-wide responsibility center, namely the Provost's responsibility center, which might be an appropriate subject for a future Senate study. This last center includes the University and Franklin Professors, Morris Arboretum, Institute of Contemporary Art, Afro-American Studies, Penn-Israel Program, Morgan State-Penn Project, College House Programs, Hispanic Review, and four interschool research centers.

C. GENERAL ADMINISTRATION

The budget for this indirect cost center is divided into eight categories:

1. *Office of the President.* The President, his assistants, their clerical staff, the Ombudsman, the Executive Director of the Budget, and Planning Analysis. (The Planning Analysis group is largely concerned with computer analysis and projections on budgetary matters.)

2. *Secretary of the Corporation.* The Secretary and staff, Trustees' and overseers' expenses, University attorney, and University Council expenses.

3. *Office of the Provost.* The Provost, his Executive Assistant, the Director of Administrative Services, their assistants and clerical staff, the Vice-Provost for Graduate Studies and Research (but not his staff and programs), the Vice-Provost for Undergraduate Studies and University Life (but not her programs), the Associate Provost for Academic Planning and his staff, the Office of Research Administration, and the International Programs Office.

4. *Office of the Senior Vice-President for Management.* The Senior Vice-President, his assistants, their clerical staff, Office of Community Services, the University Management Information Systems (UMIS), Personnel Relations (all aspects including records, payroll, benefits, and training), the Comptroller's Office, and several special programs. (The UMIS is essentially a data-processing group which provides the computer services needed by other administrative units. Such services include accounting, payroll, registrar's records, alumni records, and personnel records.)

5. *Office of the Vice-President and Treasurer.* The Vice-President and Treasurer, Associate and Assistant Treasurers, their assistants and clerical staff, auditors, and financial planning.

6. *Office of the Vice-President for Operational Services.* The Vice-President, his assistant and clerical staff, the Director of Auxiliary Services (office only, not operations), the Purchasing Department, the Construction Department (which oversees outside contractors), and the Department of Facilities Development (formerly the Planning Office).

7. *Office of the Vice-Presidents for Development and Public Relations.* Senior Vice-President, Vice-President, assistants, and clerical staff. Only the immediate office staff of the Vice-Presidents is budgeted here.

8. *Office of the Vice-President for Health Affairs.* The Vice-President, his assistants, and their clerical staff.

It should be noted that in some cases the operations which these offices oversee are not included in the office budget, but rather are budgeted elsewhere. For example, the Vice-President for Operational Services is in charge of Purchasing, Construction, Facilities Development, Physical Plant, Security and Safety, Auxiliary Services, and Publications. The Vice-President's office staff and the first three items listed are included here in General Administration. The remaining four items, which include Auxiliary Services, are budgeted as Operations and Maintenance. However, the Director of Auxiliary Services is budgeted here. Similarly, the Vice-Presidents for Health Affairs and for Development have their offices budgeted here but their operations budgeted elsewhere.

The General Administration Budget for 1975-76 is presented here as Table I. For personnel the number of people involved in each activity as well as the budgeted salaries are given. In some cases (such as A-2 personnel and an occasional A-1) an individual receives only part of his or her salary from this budget, the remaining salary coming from the A-2 budget of an academic

TABLE

President	A-1	
President's Office	156,465	7
President's Auxiliary Office		
President Emeritus	31,740	2
Ombudsman	47,421	2
University Studies	9,000	2
Exec. Director of the Budget	82,500	3
Planning Analysis	25,450	3
	352,576	19
Secretary		
Chairman Board of Trustees		
Board of Overseers		
Secretary's Office	64,635	4
University Council		
University Counselor	24,000	1
	88,635	5
Provost		
Provost's Office	207,800	10
Academic Planning	83,250	4
Research Administration	70,700	5
Affirmative Action	10,700	1
International Programs	21,050	3
	393,500	23
Vice-President for Management		
Vice-President's Office	80,450	3
Office Community Services	11,000	1
UMIS	587,615	38
Personnel Services	77,775	6
Exec. Dir. Personnel	95,500	5
Comptroller	347,908	24
Management Studies		
Personnel Information	147,150	12
Coordinator Energy Policy		
Per. Rel. Dir. of Staffing	32,925	3
Univ. Bicentennial Program	13,200	1
	1,393,523	93
Vice-President & Treasurer		
Vice-President's Office	63,800	2
Treasurer	126,327	7
Internal Auditor	39,375	3
Budget Administration	17,150	1
Dir. Fed. Insured Loans	16,050	1
Office of Financial Planning	25,650	1
100 Logan Hall	8,361	1
	296,713	16
Vice-President Operational Services		
Vice-President's Office	67,500	2
Dir. Auxiliary Services	31,000	1
Tri-Institutional Med. Center	3,000	1
Purchasing	72,313	6
Construction	89,749	6
Planning & Design	177,900	9
	441,462	25
V-P Development & Public Relations		
Sr. V/P Dev. & Pub. Relations	122,437	5
V/P Development & Pub. Relations	40,000	1
	162,437	6
Vice-President-Health Affairs		
Vice-President's Office	156,413	7
TOTAL	3,285,259	194

I: UNRESTRICTED BUDGETS, 1975-76

A-2	A-3	# of Pos.	A-4	Employee Benefits	Current Expense	Equipment	Total	Expense Credits	Net Budget
	69,397	9	7,000	45,571	31,000	1,000	310,433		310,433
			1,000	234	13,500		14,734		14,734
				5,618	2,126		39,484		39,484
	6,400	1		9,892	2,000		65,713		65,713
			3,200	2,342	14,777		29,319		29,319
	7,000	1		16,251	4,172	700	110,623		110,623
9,600 3			14,000	10,143	17,283	350	76,826	(2,000)	74,826
9,600 3	82,797	11	25,200	90,051	84,858	2,050	647,132	(2,000)	645,132
					9,200		9,200		9,200
					5,000		5,000		5,000
	30,025	4		18,516	36,000	489	149,665		149,665
					3,750		3,750		3,750
				4,248	1,000		29,248		29,248
	30,025	4		22,764	54,950	489	196,863		196,863
	33,520	5	8,000	46,497	61,299	5,000	362,116		362,116
				14,735	6,088	500	104,573		104,573
	38,400	6		21,566	12,284		142,950		142,950
	6,950	1		3,520	2,830	800	24,800		24,800
	6,000	1		5,130	9,440	2,000	43,620		43,620
	84,870	13	8,000	91,448	91,941	8,300	678,059		678,059
	19,975	3	3,000	19,616	31,575	500	155,116		155,116
	6,300	1		3,421	3,509		24,230		24,230
	233,138	31	10,128	160,931	336,225		1,328,037		1,328,037
	14,850	2	2,293	17,777	18,731		131,426		131,426
	16,800	2	3,000	21,538	8,896		145,734		145,734
	219,584	31	19,975	117,637	163,400		868,504		868,504
					88,125		88,125		88,125
	122,875	17	20,046	59,488	31,040		380,599		380,599
	7,000	1		1,638	300		8,938		8,938
	7,500	1		7,583	12,800		60,808	(12,800)	48,008
	7,600	1		4,114	500		25,414		25,414
	655,622	90	58,442	413,743	695,101	500	3,216,931	(12,800)	3,204,131
	10,750	1	3,600	14,651	10,226		103,027		103,027
	66,677	10	8,400	39,928	37,237		278,569		278,569
	3,000	1		7,671	1,530		51,576		51,576
	35,000	4	4,500	12,278	4,341		73,269		73,269
	4,662	1		3,932	1,500		26,144		26,144
	9,850	1		6,845	2,000		44,345		44,345
				1,480	300		10,141		10,141
	129,939	18	16,500	86,785	57,134		587,071		587,071
	19,875	2	2,000	17,067	16,993	5,000	128,435		128,435
	9,700	1		7,757	3,110		51,567	(2,000)	49,567
	9,500	1		2,754	3,647		18,901		18,901
	64,088	10		27,796	13,356		177,553		177,553
	7,950	1		17,745	3,349		118,793	(13,793)	105,000
	61,050	6	4,000	46,710	26,034		315,694	(29,548)	286,146
	172,163	21	6,000	119,829	166,489	5,000	810,943	(45,341)	765,602
	37,000	5	2,685	30,957	50,450		243,529		243,529
	10,150	1		9,455	5,000		64,605		64,605
	47,150	6	2,685	40,412	55,450		308,134		308,134
15,184 1	28,575	4	3,500	38,926	50,045	2,000	294,643		294,643
24,784 4	1,231,141	167	120,327	903,958	1,155,968	18,339	6,739,776	(60,141)	6,679,635

**Table II
GENERAL ADMINISTRATION BUDGET TOTALS 1970-76**

	A-1	# of Pos.	A-2	A-3	# of Pos.	A-4	Employee Benefits	Current Expense	Equip.	Total	Net Budget
1970-71	1,708,377	166	11,000	1,143,940	187	100,970	229,532	905,411	31,815	4,131,045	4,131,045
1971-72	2,037,939	142	12,500	1,180,197	186	115,150	251,621	1,045,047	26,675	4,669,129	4,669,129
1972-73	2,488,586	161	57,200	1,310,546	192	148,204	344,073	1,314,088	30,240	5,692,937	5,692,937
1973-74	2,739,743	179	14,125	1,391,225	187	166,211	433,759	1,392,665	26,564	6,164,292	6,163,292
1974-75	3,195,697	188	15,184	1,212,972	159	153,702	584,836	1,351,900	26,906	6,541,197	6,538,197
1975-76	3,285,259	194	24,784	1,231,141	167	120,327	903,958	1,155,968	18,339	6,739,776	6,679,635

department. The salary and benefit figures are those budgeted as of July 1, 1975, and do not include the University-wide salary increases that became effective January 1, 1976. Ordinarily the funds actually spent on personnel are less than the amount budgeted because of resignations during the year with the subsequent short-term vacancies followed by replacement at somewhat lower salaries. To what extent this effect is balanced by the mid-year salary increases in 1975-76 has not been determined.

The totals (the last line in Table I) for this year and the corresponding totals for the five previous years are given in Table II. For comparison purposes we list in Table III the total number of A-1 and A-3 personnel in General Administration for the six years under study. During the past few years there has been throughout the University a large-scale reclassification of A-3 employees to the A-1 category (see *Almanac* February 24, 1976, page 3). For this reason we need to consider the sum of the A-1 and A-3 personnel when making year-to-year comparisons. In order to provide a measure of the number of persons being "administered," we also list in Table III the number of fully-affiliated faculty, total University employees, and number of students.

Table IV shows the overall budgets for General Administration for each of the six years along with the size of the University budget being "administered." Two sets of total expenses are listed, one including and one not including the hospitals. The true picture lies somewhere in between. Some general administrators spend considerable time on hospital affairs, whereas the hospitals do their own administering in some other areas.

We note that the number of personnel in General Administration has remained steady over the past four years in spite of a growth in the number of University employees. Plans for the coming fiscal year call for a marked decrease in this area. In terms

of funds budgeted for General Administration, there has been a relative decrease in comparison with total expenditures.

The stability of the general administrative unit appears to be real. There has been no major transfer of activities to other budgets during this six-year period. However, this stability may be a factor in the reported increased work load in both school offices and academic departmental offices. If the net effect is to place more administrative services under the control of the Deans and Department Chairmen, and hence several administrative layers closer to the faculty, then this committee expresses its approval. However, this places an additional responsibility on the faculty of the schools to monitor the administrative activities and services in their schools and departments.

Senate Committee on Education

Ruzena Bajcsy (electrical engineering)
J. Kent Blasie (biophysics)
Hennig Cohen (English)
Richard De Gennaro (libraries)
Donald D. Fitts (chemistry), Chairman
Leigh Lisker (linguistics)
Robert Zelten (insurance)
Ralph D. Amado (physics), ex officio
Robert F. Lucid (English), ex officio

Administrative appointments:

John Hobstetter, Associate Provost for Academic Planning
Donald N. Langenberg, Vice-Provost for Graduate Studies and Research
Patricia A. McFate, Vice-Provost for Undergraduate Studies and University Life

TABLE III: PERSONNEL IN GENERAL ADMINISTRATION

	Gen. Adm.	FA Fac. ¹	% ²	Emp- loyees ³	% ⁴	Students ⁵
1970-71	303	1424	21.3	12,155	2.49	14,660
1971-72	328	1418	23.1	12,220	2.68	14,908
1972-73	353	1469	24.0	12,656	2.79	14,846
1973-74	366	1519	24.1	13,211	2.77	14,329
1974-75	354	1617	21.9	13,085	2.71	14,827
1975-76	361	1637	22.1	—	—	14,492

1. Fully-affiliated faculty
2. (column 2) x 100 / (column 3)
3. Total University employees
4. (column 2) x 100 / (column 5)
5. Total full-time students

TABLE IV. BUDGETS FOR GENERAL ADMINISTRATION¹

	Gen. Adm.	Exp. less hosp. ²	% ³	Total exp. ⁴	% ⁵
1970-71	4131	132,612	3.12	182,612	2.26
1971-72	4669	147,470	3.17	198,181	2.36
1972-73	5693	156,119	3.65	208,485	2.73
1973-74	6163	169,513	3.64	227,103	2.71
1974-75	6538	191,699	3.51	259,172	2.52
1975-76	6679	210,977	3.17	282,361	2.37

1. Thousands of dollars
2. Total University budgets not including the hospitals
3. (column 2) x 100 / (column 3)
4. Total University budgets including hospitals
5. (column 2) x 100 / (column 5)

Report of the Committee on the Economic Status of the Faculty

To be presented April 28, 1976

The past year has been a difficult period, as once again the increase in faculty salaries failed to match the increase in the cost of living. For 1976-77, the rate of inflation has abated. Yet the prospective increase of total faculty compensation of some six percent for 1976-77 still falls considerably short of our objectives.

Throughout the year, the Committee has maintained close contact with the University administration. This dialogue was constructive, particularly during recent decision-making about next year's salary adjustments.

The Economic Status Committee has been considering salaries from some new perspectives. We have looked carefully at the underlying data on faculty salaries. Discussion within the committee, with other faculty, and with the deans of various schools revealed considerable diversity of interests. Consultation with the Provost and University budget officials emphasized the financial constraints under which the University is operating. It proved difficult, perhaps not surprisingly, to set specific University-wide guidelines on faculty compensation.

Justification for additional funding for faculty salaries derives from a variety of needs. An increase of some six percent will be needed just to maintain the real purchasing power of faculty salaries, not to speak of making up for past losses. Economy-wide, salaries are increasing more rapidly than the rate of inflation. Ultimately, to attract the most qualified people and to keep them at the University, academic salaries should not fall behind salaries being paid elsewhere in the economy.

Realistic appraisal of the situation at the University suggests that we cannot come in every year seeking simply an across-the-board increase to make up for inflation. We must seek to reward professional growth and merit and to achieve an equitable salary structure. The needs for adjustment are of three kinds:

1. *Professional Growth and Promotion.* As faculty members mature, their professional performance usually grows as well, with greater experience, more widespread contacts and influence in their profession, and more involvement in the affairs of the University. Such growth will normally be most rapid for younger members of the faculty. It is only partially compensated by promotions, which come only at two points in a typical academic career. In order to let our younger faculty members make the gains that more mature faculty have already made, an explicit allocation for professional growth is necessary.

2. *Exceptional merit.* It is difficult to measure merit with any precision, but department chairmen and deans will recognize cases where faculty members have performed particularly well. We should not confuse merit with bargaining power in the form of offers from competing institutions, nor with professional growth. We are concerned here with academic excellence, inspiring teaching, and exceptional service within the framework of the University. Whereas most faculty can be expected to share in increases for professional growth, increases for exceptional merit should go only to a relatively small number of people.¹

3. *Equity.* Finally, it has been brought to our attention that in many departments there are inequities. Individuals have fallen behind as a result of a variety of circumstances. We are not suggesting that all salaries should be equalized; only that it would be appropriate to redress clear inequities. For example, some faculty members started at very low salaries, or were promoted at times when the University was not able to provide appropriate promotion increases.

Ideally, the salary adjustments for professional growth, exceptional merit, and equity would come on top of adjustments for the cost of living and national productivity, making the required increase some nine-ten percent. If the average salary increase is no greater than the rate of inflation, using part of the increase for other purposes means that certain faculty will suffer a reduction in real purchasing power! Salary increases of some six percent are not sufficient to meet present needs.²

We must, however, recognize the University's financial situation. Despite these limitations, the Committee feels that it is time to make a start at some of the salary adjustments other than for inflation. Thus, even if it has been decided to allocate only six percent to wage increases, only a part—perhaps two or three percent—should be allocated to across-the-board raises. The remainder should be used for professional growth increases, for exceptional merit, and for redressment of inequities.

The allocation of these discretionary increases places a heavy burden on deans and department chairmen. We have explained the Committee's position to a meeting of the deans and we hope that they will follow the spirit of these proposals in allocating this year's salary increases. The Committee expects next year to study how these proposals have been implemented.

It is unfortunate that once again we are only just able to "keep our heads above water" with regard to faculty salaries. Maintenance of faculty salaries calls for a longer planning horizon than we have used in the past. We are now turning toward longer-term guidelines for faculty compensation.

The faculty is the University's central resource. A high level of faculty compensation is needed to help us maintain a high quality faculty.

F. Gerard Adams, Chairman
Harold J. Bright
Daniel Halperin
William F. Hamilton
Nancy Leonard

Jerre Levy
Ann R. Miller
Walter D. Wales
Ralph D. Amado, ex officio
Robert F. Lucid, ex officio

¹The level of the salary is more relevant than the increase. Thus, an exceptionally productive faculty member already making a high salary may not qualify for an additional merit increase.

²The Committee considered whether there should be a University minimum salary. Ann Miller submits the following minority report in this regard: Although in general agreement with the principles outlined in the report Ann Miller believes that the Committee should also specifically propose a University-wide minimum base salary for assistant professors in the amount of \$13,000. This commitment should be honored by the central administration before the "pot" is distributed among responsibility centers, in the manner in which "discrimination adjustments" were made several years ago and for the same reason: the implementation of a University policy of equity.

ON 1976-77 SALARIES

While the wording of this report differs slightly from our memo *Salary Guidelines for 1976-77* in the *Almanac* of April 20, the principles outlined here are the basis for the implementation of salary policy.

Martin Meyerson

Eliot Stellar

Paul Gaddis

The Economic Status of the Faculty: A Personal View

by Jacob Abel

A steady stream of articles and features dealing with the financial difficulties of colleges and universities has appeared in the national magazines and newspapers, while the pages of each of our University's publications have carried frequent articles dealing with one aspect or another of the same subject with specific reference to our own institution. Much has been written in the way of fact and opinion, interpretation and forecast, by editors, administrators, students, and politicians, while the group whose own interest is most intimately linked with the welfare of our institutions of higher learning, the faculty, has been notably absent as a participant in the discussions or debates. So much has been said that one despairs of adding anything new to the already voluminous literature on the subject, and perhaps in what follows novelty may be found only in the pronouns, as one faculty member writes, "What *I* think about *our* plight."

SOME AXIOMS AND SCENARIO

It is an unpalatable truth, but a truth nonetheless, that the services we render to mankind by our professional labors, i.e., teaching and research, are debased commodities in the current global and local economic schemes. It is easy to trace the dynamics of this fall in perceived value from the international redistribution of wealth occurring among holders and consumers of natural resources to the national redistribution of wealth among producers and consumers of energy and food. And while much can be written to make the matter seem more complex and to obscure the realities, it remains that in relation to a barrel of oil or a bushel of wheat, the products we produce—instruction and scholarship—are no longer exchanged at the same rate. This state of affairs is largely true for most American workers who have also in the main suffered a decline in their standard of living. What has been lacking has been a political leader with enough honesty and a sufficiently impaired instinct for survival to put the matter plainly before the American public.

A second axiom of the American political economy is that in times of recession, the public will react against taxes and in particular will show increasing reluctance to increase or maintain programs in the areas of health, welfare, and education. As a result, these programs have been savaged by the federal and state governments, particularly in the regions of the country where the impact of the income redistribution has been most severe. Thus we have the spectacle of Governors Shapp, Byrne, Carey, and Grasso scurrying frantically to acquire mantles of fiscal responsibility woven with a warp of reduced aid to education and a woof of reduced welfare and health programs.

The decrease in real income experienced by our faculty in the last few years has been significant and (regrettably) is likely to continue. Tuition is the major controllable source of income for our University. The arithmetic of our expenses reveals clearly that the disproportionate share represented by costs which have risen more rapidly than the cost of living (e.g. energy) requires that if tuition is to rise in rough correspondence with the cost of living, then faculty salaries must rise more slowly. This formula has led inexorably to a decline in our real income and must continue to do so unless far-reaching changes are wrought in the operation of the

University and in the conduct of academic life. For the present, each faculty member must consider himself the subject of a calculation with respect to his mobility in the academic marketplace and his tolerance for financial hardship. The collective results of these calculations, termed pragmatic by some, cynical by others, determines the annual compensation increase which is planned by the administration. The announcement of the planned average increase usually includes an admission of its inadequacy which amounts to a verbal shrug of the shoulders, nothing more.

A large-scale development campaign has been launched by the University which has among its objectives "development of the faculty." In addition to the obvious interpretation of this term, i.e., the addition to a number of eminent scholars to our ranks, the prospect is held out that when a measure of financial relief has been brought to the University, it will be possible to improve our economic status. It is perhaps a naive overreliance on this eventuality which has contributed to this faculty's apparent passivity in the face of its own worsening economic condition. While there is no reason to doubt the sincerity of these intentions, it must be recognized that the prospect is hedged about with uncertainties, and that the time when it will be possible is at best remote.

MENTIONING THE UNMENTIONABLE

The deliberate use of the words "commodity" and "marketplace" in a discussion of faculty compensation is calculated to prepare the by now outraged reader for the ultimate heresy, which is the use of the word "productivity" in the same discussion. Clearly, if the commodity is debased and one wishes to maintain real income, then either the commodity's intrinsic or perceived value must be improved or more must be sold. Recent concern with respect to the size of the student body and that of the entering class in particular, are of course a response to the problem of productivity. If the institution as a whole is scrutinized with this criterion in mind, then it may be seen readily that in general the physical plant is often seriously underutilized, and that in many local areas the personal resources of the faculty are similarly underproductive. The specter of mass influxes of weak students who will be packed into unwieldy and deadly lecture classes immediately comes to mind when anyone raises this question. The response among the faculty to even the mere broaching of this question is usually to: 1) haul out a flag emblazoned with the word "quality," 2) wrap the flag around one's person, and then 3) recoil in horror with lavish displays of revulsion. While the desire to maintain and improve the academic strength of our University is laudable, the absence of a constructive response to the problem can only subvert our attempt to achieve this objective. There are opportunities to increase the productivity of the University without compromising our standards. Global faculty-student ratios are meaningless indices for an institution of the complexity of ours, and it is well established that there can be large classes which are excellent and small ones which are disasters. The demographic data tell us that the number of students seeking admission to the universities is

shrinking and will continue to do so for some time. The shift in the population age distribution should produce an increased demand for educational experiences tailored to the adult student, and the institutions which are prepared to offer nontraditional studies for the adult will do much to compensate for the decline in the number of college-age students. At present there is a wide disparity among the colleges of the University in the extent of their readiness to engage in such programs.

In the halcyon sixties the faculty deserted a number of administrative activities in which they had been traditionally engaged. For many, such activities as advising, counseling, admissions recruiting, student affairs, became *infra dig* at a time when research funding and academic positions had become easily available. In fact, in some extreme cases, teaching itself had also become *infra dig*. One consequence of these developments was that universities hired additional administrative personnel to perform these functions at a considerable cost. At the same time, the faculty was accustoming themselves to the services of an array of clerical and support personnel, the likes of which had never been seen in academe and only rarely in government and industry. When the human chain of supernumeraries ended, the Xerox machine took over. The time has come for the faculty to reintroduce itself to these activities, and for reasons that go beyond the merely financial.

In the area of admissions alone there is a great opportunity to make a contribution to the attainment of that cherished goal of academic strength. By that, I do not mean just participating in the work of the slate committees. That is too late in the process to do other than act as a filter. And while that is a necessary function, it cannot have any effect on the number and strength of the group which seeks admission to the University. The place where the faculty can have an immense influence on the applicant group is in admissions recruiting. There is no more effective recruiting device than an enthusiastic and accessible faculty member who meets a prospective student and his parents. Such meetings are the quintessential opportunity for the institution to be projected in human terms to the applicant and to reverse the depersonalization which takes place in the application process. The promotional brochure has not been written which can approach that experience for effect.

The reassumption of this and the other roles mentioned does mean in simple terms: more work. To this I reply that if the faculty wants a 1960s standard of living, it will have to assume a 1950s workload. And if it wishes to retain a 1960s workload, it will have to accept a 1950s standard of living. I am certain that these suggestions are odious to many, carrying with them overtones of great indignities. I can only offer in defense that while the traditional badges of scholarly impoverishment (frayed cuffs, rusting autos) are no disgrace, they are no great honor either.

POTENTIAL FOR POLITICAL ACTION

The faculty's role in the political process that determines, among other things, the size of the Commonwealth's appropriation to the University, has been restricted to: 1) standing by each year while the administration goes hat in hand before the state legislature and 2) emitting suitable clucking noises over accounts of the flogging which is generally administered. The state appropriation as a portion of our total budget has sagged drastically in recent years, falling from nine percent in 1968 to six percent for the current year. Clearly, each faculty resident of Pennsylvania is able to express his individual concern over this development, but the potential for concerted action is greater. It would seem that it would be the responsibility of the Faculty Senate to lead in such an undertaking. Given the numbers of faculty members residing in certain areas, their usually active role in community affairs, and their status in their communities, it should be possible to exert some influence on legislators from areas surrounding the University. Lobbying, however, is only one dimension of political action which is open to use. Opportunities

exist to serve the legislature by offering the faculty's expertise in the preparation of studies, conduct of hearings, and drafting of legislation. Much good will can be earned by such cooperation, and it is a concrete demonstration of the value of our scholarship in readily appreciated terms. Education itself may be a means of enhancing the perceived value of the institution if suitable programs for the members of the legislature themselves were to be developed. Surely, if our claims to excellence have any validity, there is something they can learn from us.

THE 'REAL' SENATE COMMITTEE

Most members of the faculty know of the existence of the Senate committee charged with overseeing their economic well-being. Many may travel under the assumption that their interests are even represented by this group of colleagues. Unfortunately, this is far from the case. The committee (on which I served for two years) represents the faculty in the sense that a small swatch represents the whole doormat. Any veteran of service on this panel will tell you of its frustrations, and these remarks are not a reflection on the ability or dedication of those who have served. Rather, they are a blunt appraisal of the lack of influence the committee has and which influence will always be minimal as long as the faculty as a whole displays its usual attitude of "let the others take care of it." There is little prospect for the wielding of influence by any faculty organ given the apathy of the whole body. The committee's potency is usually attenuated even further when it inevitably founders on the secondary issue of how to distribute the planned salary increase between uniform (across-the-board) and discretionary (merit) components.

We have already seen much debate on this question in *Almanac*. I have wrestled with this question and I came down on the side of discretion in 1974 and uniformity in 1975. The latter stand was something of an experiment on my part to see if inhibiting the administration's ability to raise salaries according to its own lights might be effective in squeezing out some additional increase. The result was negative. On balance, accepting axiom one of these arguments (*academics as a debased commodity*) leads me to favor discretionary increases, even if this means that being subjected to a smaller cut in real income than one's colleague is to be interpreted as a reward.

If one contemplates the extrapolation of the currently bad state of affairs to one in which there is a true confrontation between the faculty and the administration over economic issues, (and these thoughts do occur) then each has a last resort which is usually hinted at but never made tangible during administration-committee discussions. They are collective bargaining or unionization on the one hand and "a bloodbath among the untenured faculty" on the other. This last is usually pronounced with a little more verve than is warranted by the mere alliterative structure of the key word. After obligatory displays of repugnance, the participants in these discussions back away from the dread phrases and continue as before. At bottom though there is truth in the description of the respective positions at the breaking point. At many institutions these measures have been adopted already. Most of us would acknowledge the necessity of continuing to have numbers of new, younger scholars coming to the University, and for a comparable majority, things have not got bad enough to warrant a move toward unionization. Nevertheless, it is senseless to hide from the realities if one is to be involved in the issue.

IN THE LIFEBOAT

Our colleague, Robert Lucid, writing in *The Daily Pennsylvanian*, described us as occupants of a metaphoric lifeboat. I sometimes think of us as being aboard a faded pleasure queen which has stumbled into the battle of Midway. Nevertheless, let me continue with his image for the moment. For the occupants of the lifeboat there is a spectrum of alternative strategies for survival, ranging from cannibalism to rowing like hell. I for one prefer the latter.

Of Record



Adopted March 24, 1976

One of our most important resources in our effort to maintain and enhance the excellence of our academic and research programs is our \$750,000,000 physical plant. Its use in the achievement of University objectives requires continuous planning and review at many levels. To assist in this process the President, in collaboration with the Provost and the Senior Vice-President for Management, has established the University Space Committee. Working with the advice of the University Council Facilities Committee, the University Space Committee will provide administrative coordination and review of all space needs, following the principles stated below. The present members of the University Space Committee are:

Donald N. Langenberg, Vice-Provost for Graduate Studies and Research, Chairman

D. Bruce Johnstone, Executive Assistant to the President

Edwin M. Ledwell, Director of Administrative Services, Office of the Provost

J. Dirk Lorenz, Executive Assistant to the Senior Vice-President for Management

Frances M. Hardy, Assistant to the Vice-President for Health Affairs

David Solomons, Chairman of the University Council Facilities Committee (ex officio)

Robert Zimring, Manager, Facilities Information System, Department of Facilities Development (staff to committee)

I. INTRODUCTION

The costs of creating, operating and maintaining physical facilities are among the major claimants on the University's scarce financial resources. The University must strive to satisfy needs for space within its present inventory of facilities. In an effort to achieve optimum use of the University's buildings and rooms and to provide an effective mechanism for meeting the demonstrated space needs of offices and departments, the President has established a University Space Committee with the primary responsibility for evaluating space utilization and making space allocation decisions for all sectors of the University.

II. COMPOSITION

1. The Chairman of the University Space Committee shall be appointed by the President. The membership of the Committee shall include representatives of the offices of the President, the Provost, the Senior Vice-President for Management, the Vice-President for Health Affairs, and the Chairperson of the University Council's Committee on Facilities, or his/her designee.

2. The Office of Operational Services will provide staff support for the Committee.

UNIVERSITY SPACE COMMITTEE STATEMENT

3. The Committee will work in close collaboration with the Offices of the Registrar, Associate Provost for Academic Planning, University Budget, Engineering, and Construction and Physical Plant.

III. PRIMARY RESPONSIBILITIES

1. The Space Committee has the primary responsibility for the allocation of the University's space resources. In exercising this responsibility, it will:

a. review and adjudicate all requests for space by units of the University community;

b. review and adjudicate any change in the present use of space—e.g., conversion of faculty office to lounge or instructional space to other use; conversion of instructional space will be approved only after consultation with the Registrar;

c. review the existing utilization of instructional and non-instructional space and from time to time make recommendations for its more effective use;

d. assist responsibility centers, resource centers, and administrative/service centers on request, in matters pertaining to space use;

e. assist units of the University community in securing the appropriate type and amount of space required for implementing their programs.

2. The Space Committee reviews proposals for new building projects and major building renovations.

IV. PRINCIPLES GUIDING COMMITTEE ACTION

1. All University space and facilities constitute a resource of the University as a whole. It follows that no school, department, or administrative office has exclusive jurisdiction over the space resources it currently controls. Except where trusts, grants, or other legal restrictions clearly restrict facility or a portion of a facility to a specific use or administrative/academic unit, University space will be assigned by the Space Committee to achieve its most effective use. The Committee will:

a. attempt to meet the reasonable needs of units of the University community for appropriate and, where possible, contiguous accommodations;

b. attempt to provide space for teaching assistants and other part-time staff;

c. seek to provide some instructional space close to academic departmental offices for departmental use.

Normally, a net reduction in the number of full-time faculty or administrative staff will be expected to free offices for reassignment by the Space Committee.

Second offices are luxuries that the University can ill afford. When two locations are necessary—as, for example, in the case of an active academic joint appointment or a dual administrative/teaching role—one location will be primary and the other will normally be subject to temporary or shared assignment.

2. The Committee will plan assignments or reassignments of space in consultation with the deans, directors, department chairmen or other officers whose units might be affected.

3. All instructional space, with exceptions authorized by the Space Committee in consultation with the Registrar, is under the jurisdiction of the Registrar for assignment on a University-wide basis. No space currently assigned to instructional use may be diverted to other use without review by the Registrar and authorization by the Space Committee.

4. Committees or persons charged with the consideration of proposals calling for changes in the use, configuration or amount of space shall bring these proposals promptly to the attention of the Space Committee prior to final recommendation or decision and shall keep the Committee informed of any changes in the status of such proposals.

5. The costs of space renovations and moving will normally be borne by the responsibility or other center initiating the action.

OF PRINCIPLES AND GUIDELINES

V. SPACE COMMITTEE OPERATING PROCEDURES

A. Requests for Space and Space Conversions.

1. All requests for space, changes in space use and changes in space configuration shall be sent to the Space Committee's staff person, presently Robert Zimring, Department of Facilities Development, 748 Franklin Building, 16.

2. All requests for space, changes in space use and major space renovations shall be submitted between September 1 and March 1 of each academic year. Receipt of requests by this date will enable the Committee to develop a workable plan for meeting University space needs and will allow the Department of Physical Plant sufficient time to complete the required work prior to the start of the following academic year. Exceptions to this timetable will be made only in extraordinary situations.

3. All requests for space shall contain a statement of the type of space required—e.g., faculty office—why the space is needed, the length of time for which it will be needed, preferred location and the amount and source of funds available for any necessary renovations or moves. All requests for space shall have the written evaluation and recommendation of the appropriate dean, vice-provost or vice-president.

4. Proposals for a change in room use or a change in the configuration of a room shall contain a statement of the reason for the change. The proposal shall also contain a statement of the amount and source(s) of funds available for any required work.

B. Inventory of Space Use.

1. Building administrators will report to the Operational Services Department of Facilities Development by October 15 and February 15 of each year the name, title and departmental affiliation of every permanent and temporary occupant of all offices and other spaces in the buildings for which he/she is responsible.

2. The Operational Services Department of Facilities Development will submit a report to the Space Committee by December 1 and April 1 of each year on instructional and noninstructional space utilization in University buildings.

VI. REVIEW AND OVERSIGHT

1. The policies and procedures of the Space Committee and any changes therein will be submitted to the University Council's Committee on Facilities for review and comment.

2. Before reaching a final decision on a major matter affecting the University's use of its facilities, e.g., the change in use of an entire building, the relocation of a department, or the planning of a new facility, the Space Committee will refer the matter to the University Council's Committee on Facilities for review. The results of that review will be conveyed to the Space Committee by the Chairperson of the Council's Committee or someone else appointed by the Chairperson for that purpose. Whenever possible this referral to the Facilities Committee will allow sufficient time for the Space Committee to give due consideration to the views of the Facilities Committee.

In cases where time does not permit review of an emergency decision which must be taken and in decisions made by the Space Committee during the summer recess, the decisions will be reported to the Facilities Committee at its first subsequent meeting.

VII. APPEAL

1. Decisions made by the Space Committee are final, subject only to appeal to the President, Provost and Senior Vice-President for Management meeting together.

2. Deans, directors or other administrative officials appealing a Space Committee decision shall notify the Committee in writing of their intent to do so within 10 working days after receiving written communication of the Committee's decision.

3. Appeals shall be decided within 30 working days after the date on which the office or department received written notice of the Committee's action.

HERS INSTITUTE: MAY 7 DEADLINE

A month-long residential Summer Institute for Women in Higher Education Administration will be held July 4-31 at Bryn Mawr College, co-sponsored by Bryn Mawr and HERS Mid-Atlantic, the regional job bank and referral service housed at Penn.

Enrollment is limited to 50 women experienced in college-level teaching and/or administration who wish to develop their potential for promotion to higher administrative posts in colleges and universities.

Participants must be accepted by the Institute and have the endorsement of their dean, director, vice-president or other senior administrator, including provision for released time and tuition. Tuition of \$800 covers the mandatory residence at Bryn Mawr.

Senior administrators at Penn are asked to encourage qualified women to apply, according to Dr. D. Bruce Johnstone, Executive Assistant to the President. Some tuition funds may be available from central sources on request from the senior administrator.

Women interested in applying should secure information and application forms from HERS (Higher Education Research Service) at 4025 Chestnut Street (Ext. 5425 after 1 p.m.). Information is also available from WEOUP President Karen Miselis, at the College of General Studies in Logan Hall (Ext. 7327).

The next step is consultation with the appropriate senior officer to secure endorsement and make released time/tuition arrangements. Because no more than three or four participants can be accepted from a single institution, HERS Director Dr. Cynthia Secor has requested that all applications, with appropriate endorsement, be sent via the Office of the President. Completed applications with endorsement must be received c/o Dr. Johnstone in 101 College Hall no later than May 7.

OPENINGS

Under new procedures announced in Almanac February 17, openings in the University can be listed only after position review in the President's Office. Following are the positions now eligible to be filled. (Dates in parentheses refer to dates of issues in which full job description last appeared.)

University employees interested in these positions should call the Personnel Department, Ext. 7285, for appointments.

ADMINISTRATIVE/PROFESSIONAL

ASSISTANT COMPTROLLER (3-9-76).

ASSISTANT DIRECTOR STUDENT FINANCIAL AID (3-16-76).

ASSISTANT FOR BUDGET AND FINANCIAL SYSTEMS in School of Medicine; full description in Personnel Job Boards. *Qualifications:* Graduation from a recognized college or university with a degree in business administration and substantial coursework in accounting. Professional certificate in accounting or a graduate degree in business administration highly desirable or may be required. At least six years' progressively responsible experience in business, industrial or institutional administration, including three years in an appropriate managerial capacity or comparable institutional assignment. Must be skilled in conventional staff areas and highly knowledgeable in accounting practices, budget and contract administration, data processing, systems and procedures. \$16,300-\$20,200.

ASSOCIATE DEVELOPMENT OFFICER reporting to the director of health affairs fund-raising, to implement and direct a full-scale capital solicitation program. *Qualifications:* Ability to communicate effectively. College degree or equivalent with two to three years' hospital fund-raising experience and familiarity with direct mail procedures. *Salary to be determined.*

ASSOCIATE VICE-PRESIDENT FOR HEALTH AFFAIRS (4-20-76).

NURSE TECHNICIAN (4-20-76).

RESEARCH SPECIALIST II (3-30-76).

RESEARCH SPECIALIST II (4-13-76).

STAFF NURSE in Veterinary Medicine; full description on Personnel Job Boards. *Qualifications:* Ability to relate to both veterinarians and students, ability to teach and supervise students. R.N. or graduate from recognized animal technicians' college. Experience preferred. \$8,075-\$10,050.

STAFF WRITER II (4-6-76).

SUPERVISOR, FOOD SERVICES (4-20-76).

SUPPORT STAFF

ADMINISTRATIVE ASSISTANT I (3-30-76).

ADMINISTRATIVE ASSISTANT I (3) (4-20-76).

ADMINISTRATIVE ASSISTANT I responsible for the preparation of budgets (4-20-76).

ADMINISTRATIVE ASSISTANT II (4-6-76).

BILLING ASSISTANT (4-13-76).

CLINICAL PERFUSION TECHNICIAN (4-6-76).

EXECUTIVE SECRETARY (4-20-76).

FARRIER (4-13-76).

MEDICAL SECRETARY (9) (3-30-76).

OPERATING ROOM TECHNICIAN in animal surgery area; full description on Personnel Job Boards. *Qualifications:* Completion of two years in animal technicians' college or three to four years' experience in surgery. \$7,000-\$8,300.

PROJECT BUDGET ASSISTANT (4-20-76).

PSYCHOLOGY TECHNICIAN (4-6-76).

RESEARCH LABORATORY TECHNICIAN III to provide computer and electronic know-how in canine surgery area; full description in Personnel Job Boards. *Qualifications:* Computer and electronic experience as described under duties. Background in computer science including terminology, operation and Fortran programming. \$7,900-\$9,450.

RESEARCH LABORATORY TECHNICIAN III (3) (4-20-76).

RESEARCH LABORATORY TECHNICIAN III (2) (3-9-76).

SECRETARY II (7) (4-20-76).

SECRETARY III (10) (3-30-76).

SECRETARY III with knowledge of French (4-6-76).

SECRETARY III with duties of legal nature (4-6-76).

WEOUN: APRIL 29

A general meeting for old and new members of WEOUN (Women for Equal Employment Opportunity at Pennsylvania) and for all interested University women is scheduled for Thursday, April 29, at noon in the Women's Center, Logan Hall.

THINGS TO DO

LECTURES

A seminar on *Segregation at Transition Metal Surfaces* is conducted by Dr. J.M. Blakeley, professor of materials science at Cornell, 4 p.m. today in Room 105, LRSM.

At 4:30 p.m. today Dr. William B. Quandt, associate professor of political science, gives a lecture on *American Policy on the Arab-Israeli Conflict* in the Philomathean Society faculty lecture series; 4th floor College Hall.

Nutrition, Amino Acids, and Disturbances Thereof, being a seminar conducted by Robert Cohn and Karl Roth, brings to conclusion the series of such seminars known as "Problems in Human Nutrition" on April 28 inst. in the surgical seminar room, White Building at HUP; 7:15 p.m.

Thomas Pyke, chief of the computer systems engineering division of the National Bureau of Standards, speaks on *Computer Network Performance Measurement and Access Techniques* in Room 224 Moore School, April 29 at 7:30 p.m.

Long-distance information: the decision sciences department of the Wharton School holds a workshop on multinational information systems

BIOFEEDBACK FOR HYPERTENSION

If you have hypertension, blood pressure of 140/90 or higher, undamaged kidneys and heart, and are not taking anti-hypertensive medication, HUP has a program for you. Biofeedback treatment is available in a five-week program through the psychiatry department. Fees are based on a sliding scale. For information call Eileen Bliss, 662-2831 or 662-2822, (use 227, in place of 662, from campus phones).

April 29 and 30. For information, contact Mike Meyer, Ext. 5872.

John Szwed of the folklore department explores *Some Exotic (but Practical) Ways to Read Joyce's Finnegans Wake* in the Philomathean Society faculty lecture series; 4:30 p.m. April 29, 4th floor College Hall.

The sixth symposium in the annual "War or Peace" series is *International Conflict Resolution*, April 30 in the Rainey Auditorium of the University Museum; Admission is \$5 (\$2 for students). Panels cover peacemaking machinery, peacekeeping, and teaching peace-related skills. The symposium is preceded by a banquet at 6 p.m. April 29 in the Egyptian Gallery of the Museum; Reservations must be made by April 28; cost: \$15. For information call Marilyn Roper, Ext. 224-296.

David Kritchevsky, professor of biochemistry, wraps up the *Food and Society Seminar* series; White Room, Houston Hall; April 30, noon.

Nicholas Zapple served for 25 years as general counsel for the Senate Commerce Committee. On May 3 he speaks on *Communication and the Legislature: A View from Capitol Hill* to conclude the Annenberg Colloquium lecture series; 4 p.m. in the Annenberg School.

Labor and Leisure are the themes of the fourth program in the "Course of Human Events" radio series which the University is producing in cooperation with KYW-Newsradio. Panelists include Dick Vermiel, coach of the Philadelphia Eagles, and Talcott Parsons, the Harvard emeritus professor of sociology now visiting professor at Penn; May 3, 7 p.m.

Solomon H. Katz, associate curator of physical anthropology, examines *The Future and Evolution* May 5 in the Museum Bicentennial Lecture series; 3 p.m. in the Rainey Auditorium.

MUSIC

The University Choral Society sings Purcell, Brahms, and *Ave Marias* by Rachmaninoff, Stravinsky, and Davies at its concert April 30 at 8:30 p.m. in the Zellerbach Theatre of the Annenberg Center.

The Hannibal Quintet, features Hannibal (aka Marvin Peterson) on trumpet at the New Foxhole Cafe, 3916 Locust Walk, April 30 and May 1, 9 and 11 p.m., \$3.

Pianist Anita Pratana Yuthasastrosol presents *Thai music and dance* in the Harrison Auditorium of the University Museum; May 2, 3 p.m.

Commemorating the first year since the fall of Saigon, the Vietnamese Association sponsors a concert by Cong-Le, a popular Vietnamese singer. Admission is \$2; 6 p.m., May 2; Harrison Auditorium, Museum.

THEATRE

Double Play: The Annenberg Theatre Lab presents two one-act plays on April 29, 30, and May 1 in the Prince Theatre of the Annenberg Center. Donald O. Seidel directs his own *Goodbye, Piranhas* and Edward Albee's *The American Dream*. Showtime is 8 p.m. Annenberg Center Box Office, Ext. 6791, for ticket information.

Declaration, a song-and-dance comedy review of the past 200 years of America, comes to the Houston Hall Auditorium May 2. Starring five performers from the National Theatre Company, the show is sponsored by the Penn Union Council. Tickets are \$3 at Houston Hall Ticket Agency; showtime is 8:30 p.m.

The Wilma Project is not an espionage operation. It is free theatre and the Christian Association is its host beginning May 8 and 9. Provisional Theatre from Los Angeles brings *America Piece* and *Voice of the People I and II* to start the series, which continues into summer. For information call the CA at EV6-1530.

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