

Almanac

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- Overhead Charge on Endowment Income
- Hiring Review • Kind Words for Campuses
- HONORS • Key University Meetings
- OPENINGS • THINGS TO DO

SUPPLEMENT: *The School of Allied Medical Professions:
A Four-Part Report*

LINDBACK AWARDS FOR DISTINGUISHED TEACHING

The Christian R. and Mary F. Lindback Awards are presented annually to eight members of the Pennsylvania faculty in recognition of their distinguished contributions to teaching. The awards generally go to faculty members with a number of years of service ahead of them. They are open to teachers of graduate students as well as undergraduates in both the professional schools and the arts and sciences.

In a recent set of criteria and guidelines for the selection of the award recipients, the Provost defined distinguished teaching as "teaching that is intellectually demanding, unusually coherent, and permanent in its effect. The distinguished teacher has the capability of changing the way in which students view the subject they are studying. The distinguished teacher causes students to look with critical and informed perception at the fundamentals of his or her discipline and relates this discipline to other disciplines and to the world view of the student. The distinguished teacher is accessible to students and open to new ideas, but expresses his or her views with articulate conviction and is willing to lead students, by a combination of clarity and challenge, to an understanding of the field. The distinguished teacher is fair, free from prejudice, and single-minded in the pursuit of truth.

Four awards each year go to faculty in the non-health areas (F.A.S., Wharton, Engineering, Law, Education, Social Work, Fine Arts and Annenberg School of Communications) and four go to faculty in the health schools, (Medicine, Dental Medicine, Veterinary Medicine, Nursing and Allied Medical Professions).

Non-Health Areas

A Committee on Distinguished Teaching, appointed and chaired by the Vice-Provost for Undergraduate Studies and University Life, is charged with presenting the Provost's Staff Conference with eight finalist candidates from which these four non-health area winners are chosen. The Committee now welcomes nominations for these awards from schools or departments, individual students, faculty members or alumni.

Nominations should be submitted to the Committee on Distinguished Teaching, 106 College Hall, CO, to the attention of Nan Reed. They should be in the form of a letter, citing those qualities that make the nominee an outstanding teacher. It is particularly important to include the nominee's full name, department and rank; how you know the nominee; and your name and address. Additional supporting evidence, in the form of statistical surveys, curricula vitae, lists of courses taught, etc., will also be helpful to the Committee in its selection process. *Nominations open October 1 and will close on Friday, October 29.*

Health Areas

In the health schools, the deans will welcome nominations for the 1975-76 awards from individuals in the respective schools. Nominations and supporting material, including a current curriculum vitae, comments from faculty and students concerning nominee's teaching ability and any objective quantitative evaluation of the nominee's teaching activities will be reviewed by a broadly based committee of faculty and students within the school. Each health school may nominate up to four individuals for Lindback Awards. The Vice-President for Health Affairs appoints an *ad hoc* committee, drawn from the several school committees, to choose the four recipients in the health schools.

COUNCIL: SAMP AND OTHER BUSINESS

In addition to its discussion on the proposal to phase out the School of Allied Medical Professions (see supplement to this issue), the University Council has on its September 22 agenda a presentation on admissions by Dean Stanley E. Johnson and a resolution to make the Faculty Affairs Committee's subcommittee on honorary degrees a standing committee.

DEVELOPMENT CAMPAIGN: ALMOST ON TIME

The University's five-year, \$255-million Program for the Eighties remains approximately on schedule with more than \$80 million in gifts received as of September 10, according to Trustee John W. Eckman, chairman of the Campaign Operating Committee. At the committee's September 15 meeting, Mr. Eckman reported gifts of \$10,768,861 from corporations; \$27,314,010 from foundations and associations; and \$41,968,649 in individual gifts from alumni and friends of the University and through bequests. The individual gifts total includes \$1,900,000 from University faculty and staff.

Of the total received to date, \$16,398,409 has been allocated to endowment; \$25,443,628 for term support of various projects, and \$17,686,220 for improvement of physical facilities. The remainder (\$20,523,263) has yet to be allocated.

VOLUNTARY RETIREMENT: INTENTION TIME

Faculty members who choose the Voluntary Early Retirement program are reminded that to be eligible for "early commitment supplements" they must indicate their intentions by October 18, 1976. Details of the program and procedures appeared in *Almanac* March 2, 1976 (back issues available on request). Letters of intention should be directed to the office of James J. Keller, director of personnel administrative services, 116 FB/16.

CALENDAR COMMITTEE: NO TRIMESTER

The Year-Round Calendar Committee's 169-page report was delivered June 9 by Chairman Richard C. Clelland to the President, Provost, Deans and other key academic administrators. The committee's own summary of its report reads:

Summary of Findings

The University of Pennsylvania should not adopt a trimester calendar because

- there is no clear-cut evidence of success of such a calendar at any major university in the United States;
- both external and internal evidence suggest no real educational advantages of a trimester calendar as opposed to a semester calendar with split summer session; and
- the University of Pennsylvania does not at this time have the ability to analyze the financial aspects of trimester operation for the whole University.

The University of Pennsylvania should investigate the desirability of operating certain of its master's level programs on a year-round basis.

The University of Pennsylvania should investigate the possibility of developing summer school programs on the model of the present experimental program at Yale University.

Overhead Charge On Endowment Income

In carrying out the intent of an endowment, the University incurs both direct and indirect costs. The direct costs include the salaries and benefits of persons supported by the endowment and, sometimes, ancillary program funds. The indirect costs include operation and maintenance of the space in which the endowed activities occur, acquisition and servicing of library collections that help support the activities, school and department administrative functions, and general administrative support functions such as payroll and personnel services, purchasing, maintenance of accounting records, auditing, insurance, and interest costs, and stewardship on behalf of the charitable constituency from which endowments are derived. The indirect activities are clearly essential to carrying out the intent of the endowment itself and their costs are an unavoidable part of the total cost of endowed activity.

All indirect costs, including those generated by endowed activities, are charged to the various schools of the University (the responsibility centers). The amount charged to each school is determined by the use of formulae which measure the average "usage" of indirect services by each school. In forming the school's budget the dean is obliged to find unrestricted funds to pay the indirect cost bill. Unrestricted funds include such resources as tuition receipts, recovery of indirect costs incurred by research contracts or grants, and subvention from general University funds. Unless some part of the endowment income is made available to cover the indirect costs of the endowed activity, the dean must use other income, perhaps tuition receipts, to cover the costs of carrying out the intent of the endowment. Such a diversion of funds would be unfair and counter to the basic idea of an endowed activity.

The University became aware that several private universities routinely make overhead charges against endowment income. After ascertaining from legal counsel that such charges were justifiable, the University began levying an overhead charge of 13.29 percent in 1973. As our self-knowledge of costs has improved, it has become possible to identify more accurately the proper charges, and beginning in fiscal 1977 a more complete overhead charge of 19.1 percent will be assessed against endowment income before distribution to the endowment accounts. The appropriate share of the proceeds of this overhead charge will be distributed to each dean as additional unrestricted income available to help pay all indirect costs.

In determining the size of the indirect cost recovery rate for endowment we have been guided by the well-established, federally-audited indirect cost recovery rate for research. Leaving out items which are less relevant to endowed activity and converting the remaining costs to percent of income, we have found the following average rates for fiscal 1977:

| | |
|------------------------------------|--------|
| Operations and Maintenance | 9.88% |
| School & Department Administration | 5.37% |
| General Administration | 3.85% |
| Total | 19.10% |

It is likely true that some endowed activities incur more indirect costs than the average and others less. We nevertheless apply the average to all accounts. The cost accounting necessary for a more refined assessment would be very expensive and would add substantially to indirect costs themselves, thereby raising the rate.

—John N. Hobstetter and Jon C. Strauss

CAMPUSES AND CANDIDATES

The following editorial appeared in The New York Times on Wednesday, September 8:

The by now almost chronic warnings about the fiscal crisis of the nation's colleges and universities are not phony cries of "wolf"; they point to an all-too-real wolf closing in on the campuses, while the public fails to heed the warnings.

In 1971, a study by the Carnegie Commission was aptly labeled "The New Depression in Higher Education." In the five years that followed, about 200 colleges ceased operations or had to merge with other institutions. Now, an even more intensive survey, commissioned by *Change Magazine*, reports that almost half of the nation's institutions of higher learning are in a "less than healthy" fiscal state, while some 300, or 14 percent of the total, approach insolvency and may not survive without aid.

These findings indicate that financial difficulties are not confined to any single type of institution. Even though it is among the private colleges that the crunch is most severely felt, an increasing number of publicly financed institutions have drifted into deep budget trouble. Hardest hit appear to be two categories: those campuses that expanded dramatically in the 1960's, often moving too rapidly into graduate programs; and relatively isolated small colleges for whom an enrollment drop of only 100 students can spell disaster.

These dismal findings should not suggest that every college that has come on hard times deserves to be rescued by some magic infusion of private or governmental aid. The study shows clearly that many institutions, though "less than healthy," might well be "turned around by good management."

It would nevertheless be the height of irresponsibility to pretend that higher education can struggle out of what is by now a chronic depression without the help of effective national strategies. It is not by chance that the colleges' decline began when the Nixon Administration turned its back on higher education. The recession affected all American enterprises, but few were shown as little sympathy as the campuses.

New policies are needed to avert permanent harm to the nation's intellectual, scientific, technological and economic strength. Those policies must aim at halting the tuition inflation which threatens to create new social stratifications based on ability to pay; they must assure every qualified student of access to higher education and maximum choice of the institution best suited to each; they must design subsidies aimed at rewarding quality, effective management and public service.

The search for solutions to higher education's problems ought to be one of the high-priority issues of the Presidential election campaign. How could a candidate claim concern about America's future without providing new hope for the campuses where future generations seek wisdom and competence?

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HIRING REVIEW

During the months preceding the close of fiscal year 1976, schools and service centers completed substantial reductions in personnel to help us balance our difficult operating budget for fiscal year 1977. It is very important that we not only maintain the reduced level of personnel but be prepared to respond again should similar circumstances develop during this year. Therefore, we must closely scrutinize each need for replacement of personnel who are leaving, and replace only under circumstances of clear necessity.

The hiring review procedure currently in effect will continue, as defined in our Joint Memorandum of February 11, 1976. Requests for recruitment must be accompanied by appropriate documentation which supports both the necessity for the replacement and the budgetary source to fund it. Approval of each proposed recruitment action must be made by the Provost or Senior Vice-President for Management before any recruiting activity will be started by the Personnel Department.

—Eliot Stellar, Provost

—Paul Gaddis, Senior Vice-President for Management

HONORS

HONORES PRO PROFESSORIBUS ET AL.

Dr. Maria Z. Brooks, professor of Slavic languages, received an International Research and Exchanges Board grant which will enable her to do research on the sociolinguistics of Polish next spring in Poland and the USSR.

Dr. Mark Adams, Bers Assistant Professor and undergraduate chairman of the history and sociology of science department, received two awards to work on evolution and genetics in the Soviet Union, one from the International Research and Exchanges Board and the other from National Science Foundation.

Dr. Hennig Cohen, professor of English, received a Newberry fellowship to work on Indian captivity narratives.

Dr. David DeLaura, Avalon Professor of English, was the recipient of a Presidential Bicentennial Award from Boston College, of which he is an alumnus.

Robert Erwin, director of the University of Pennsylvania Press, was appointed to the professional and institutional relations committee of the Association of American University Presses.

Dr. George Karreman, professor of physiology in the medical school, was re-elected president of the Society for Mathematical Biology.

Dr. Y.H. Ku, emeritus professor of electrical engineering, has been elected to the General Assembly of the International Union of Theoretical and Applied Mechanics for 1976-80.

Dr. Alvin Z. Rubinstein, professor of political science, was elected president of the newly established Middle Atlantic Slavic Association.

Donald T. Sheehan, secretary of the corporation and director of communications, has been appointed to the new Public Relations Advisory Council for the College of William and Mary, of which he is an alumnus.

Dr. David Solomons, Arthur Young Professor of Accounting, has been named president-elect of the American Accounting Association. He will be an Erskine Visiting Fellow at the University of Canterbury in Christchurch, New Zealand, this fall.

Dr. E.J.L. Soulsby, professor of parasitology and chairman of the pathobiology department and the graduate group in parasitology, received the J.N. Chaudhuri Gold Medal and presented the J.N. Chaudhuri Oration at the Calcutta School of Tropical Medicine.

HONORES PRO SCRIPTIS

Five of the seven entries that the *Publications Office* submitted to the Council for the Advancement and Support of Education (CASE) annual competition won awards this year. In the same competition Penn's alumni journal, *The Pennsylvania Gazette*, took home four awards.

Publications Office: The materials produced for the *Program for the Eighties* received an Alexander Hamilton exceptional achievement award for Fiscal Support Program of the Year. (The CASE awards were bicentennially named after historical American personages this year.) The *Law Alumni Journal* earned a James Madison exceptional achievement award for periodical improvement (only two of the more than 400 entrants were so honored). George Washington citations were awarded for the Bicentennial/Institutional Related Program of the Year for the 1975 Commencement program and related materials, and for the individual bicentennial piece for the *Student Bicentennial Guide to Philadelphia*. And the *Do It In the Dark* poster received a James Madison recognition citation in the individual poster category.

Gazette: A Benjamin Franklin exceptional achievement award

in individual direct mail processing went to the monthly edited by *Anthony A. Lyle* for its 1975 solicitation mailing to its readers. Thomas Paine exceptional achievement awards were issued to the *Gazette* for general excellence in a magazine publishing program and, for special periodical issues, for the June, 1975, "Bicentennial Beginnings" *Gazette*. And a Thomas Paine special citation (one of two presented) was awarded for coverage of recent graduates.

HONORES PRO OLYMPIACIS

Thirteen athletes with ties to the University participated in the 1976 Olympics, keeping alive a Penn tradition of representation at the international games since 1900. *Anita DeFrantz*, a student in the law school and *Gail Ricketson*, a HUP employee, won bronze medals as members of the American eight-oared crew, which was coached by alumnus Harry Parker. This was the first time that women's crew events took place.

HONORES PRO MACHINA

Three sessions of the National Computer Conference in June were devoted to *ENIAC*, the pioneer computer developed at the University in 1946. *Dr. Harvey L. Garner*, director of the Moore School and professor of electrical engineering, received the conference's Honor Award on behalf of the Moore School and *ENIAC*. The International Research Conference on the History of Computing also devoted a session to *ENIAC* at its June meeting. *Dr. John G. Brainerd*, University Professor of Engineering and member of the original electronic brain trust, chaired the session.

1976-77 GOVERNANCE CALENDAR

Key meeting dates for the University's governing bodies and governance groups have been set for 1976-77:

Trustees: The full board will meet October 28-29, January 13-14 and June 9-10. Under Pennsylvania's "sunshine" law, the portion of each meeting where final action is taken is open to observers; normally this will be the Stated Meeting from 2 to 4 p.m. on the second of the two days. *Executive Board* meetings are scheduled September 20, December 7 and March 30 from 10 a.m. to 2 p.m.; the sunshine portion is at 10 a.m. In addition, the *Select Committee on Budget* confers on May 12.

Council: After the September 22 meeting, the *University Council* begins its regular academic-year schedule of meeting on the second Wednesday of each month except January, when no meeting is held. Its *Steering Committee* meets on the fourth Wednesday to set the agenda for the coming month; it will not meet in December.

Senate: The Faculty Senate holds fall and spring meetings, giving 40 days notice to faculty in accordance with the by-laws. The date for the fall meeting is November 17, from 3 to 6 p.m. The *Senate Advisory Committee* meets on the first Wednesday of each month; under the by-laws, SAC actions taken in the name of the Senate are valid 20 days after the chairman publishes them in *Almanac* unless within that period a petition to reconsider is received.

Assemblies: Meetings of the *Administrative Assembly* (for administrative and professional staff), *A-3 Assembly* (for support staff) and *Librarians Assembly* are being set by the organizations. Members are notified by campus mail and *Almanac* notices. Note that in the case of A-3 staff, membership in the Assembly is not automatic; staff may send their names and campus addresses to Ruth Ebert at the Graduate School of Education, Room D-11/C1.

HONORARY DEGREES: SEVEN IN ECONOMICS

The headline above was supposed to be on the front page of last week's *Almanac*, introducing the story about the seven distinguished scholars and economists Penn honored on the bicentennial of the publication of Adam Smith's *The Wealth of Nations*.

For the technical-minded: such accidents occur when a photocomposed strip of "type," held in place by melted wax, falls off while the printer is shooting a negative from which to make a plate, from which to print our 10,000 copies. — K.C.G.

OPENINGS

The following listings are taken from the *Personnel Office's* bulletin of September 15. Because of space limitations, this week Almanac lists only new openings. The full list is made available weekly 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).

ADMINISTRATIVE/PROFESSIONAL

APPLICATION PROGRAMMER ANALYST II consults with user for clarification on system and programming requests. Analyzes and designs segments or systems, computes time and cost estimates for programs and systems. May assist or advise other staff members in all areas of data processing. *Qualifications:* Knowledge of general purpose business languages such as COBOL or PL-I and report programming languages such as Mark-IV; understanding of IBM 370-168; At least two years' programming and systems experience. College degree or equivalent experience. \$11,300-\$15,250.

BENEFITS COUNSELOR answers all employee inquiries as they relate to payroll and benefits. Consults with and advises employees of the benefits for which they are entitled. Counsels employees in specific areas relative to benefits; responsible for the processing of various forms associated with the payroll and benefits program; performs related duties as assigned. *Qualifications:* Graduation from an approved college or university. Extensive experience in the field will be substituted for up to two years of college. \$9,950-\$13,550.

DIRECTOR OF ADVANCED PLACEMENT responsible for awarding credit on the basis of the Educational Testing Service's Advanced Placement Examinations; arranges special advising for these students with the deans of the schools; coordinates internal advanced placement examinations administered by various University departments; supervises staff and delegates work accordingly; performs related duties as assigned. *Qualifications:* Graduation from a recognized college or university with an advanced degree required. \$13,000-\$17,550.

JUNIOR RESEARCH SPECIALIST to assist in planning, organizing, and implementing an epidemiological study; interviews patients in hospitals and in their homes; contracts and works with personnel in various area hospitals; abstracts medical charts and records; data management and analysis; assists in writing and analyzing an epidemiological study. *Qualifications:* Degree from a recognized college or university, background in statistics, writing and editing ability, experience in interviewing, and abstracting medical records. \$9,100-\$12,275.

STATISTICIAN writes and runs computer programs; analyzes incoming project data for statistical accuracy; maintains a storage retrieval system. *Qualifications:* Experience or aptitude in computer programming. Univrsity degree in economics or statistics. \$9,100-\$12,275.

SUPPORT STAFF

ACCOUNTING CLERK serves as alternate key operator, typing letters to students. Lot of public relations involved; makes decisions on bookkeeping policy. *Qualifications:* Ability to learn use of adding machine. Basic bookkeeping, at least 45 wpm typing. \$6,050-\$7,550.

ASSISTANT TERMINAL OPERATOR operates forms-processing equipment, including decollator, burster, and optical scanning reader. Delivers computer output to administrative offices on campus. Operates computer terminal as necessary. *Qualifications:* Mechanical aptitude; able to handle cartons of computer paper. \$6,050-\$7,550.

BOOKSTORE BUYER I to buy and supervise work and operation of a department. Orders merchandise in specific area of responsibility. Responsible for sales and display of merchandise. *Qualifications:* Knowledge of book business, ability to handle store displays helpful. \$7,425-\$9,275.

CLERK III (2) screens incoming correspondence. Answers telephone and keeps record. Coordinates and maintains record of supply requests. May draft correspondence. Types correspondence, reports, forms, miscellaneous items. General office work. *Qualifications:* Accurate typing. Knowledge of mimeograph and xerox machines. Able to deal with large numbers of students and faculty tactfully. Graduation from high school. Four years' clerical experience. \$6,050-\$7,550.

RESEARCH LABORATORY TECHNICIAN I responsible for storage and proper care of laboratory instruments and supplies. Prepares and tests new laboratory experiments. Performs related duties as assigned. *Qualifications:* Aptitude to work with chemicals, chemistry laboratory supplies, and instruments. High school graduate, laboratory work experience. \$6,575-\$8,225.

TRUCK DRIVER HELPER Driver's license required. *Salary to be determined.*

TEMPORARY CLERK does various clerical tasks to assist business administrator. Typing, office experience desired.

THINGS TO DO

LECTURE

Education and Educational Problems in China is the topic of the first Faculty Tea Club lecture this fall. Dr. W. Allyn Rickett, Professor of Chinese Studies, speaks at 1:30 p.m. in the Towne Building. The talk is part of the Club's first meeting, which is open to all women associated with Penn because of their own or their husband's faculty or administrative affiliation. For information, call Lindsay Moulton, 647-0917, or Birgit DeGennaro, 527-3491.

ENTERTAINMENT

PUC films during the next week: *The Wild Bunch* on September 24 and *Patton* on September 25; Fine Arts Building, Room B-1; \$1; 7:30 p.m.

The Christian Association presents *Fighting for Our Lives* (September 22, 8 p.m.), *Butley* (September 24, 7:30 and 10 p.m.), and *In Celebration* (September 25, 7:30 and 10 p.m.). Cost: \$1. Place: CA Auditorium.

The Annenberg Center opens its fall season with *Medal of Honor Rag*, starring Jose Ferrer and Clifton Davis and directed by Ferrer. Previews are September 28 and 29 and the play runs through October 10 in the Zellerbach Theater of the Center. Tickets and information are available from the box office. Ext. 6791. Future attractions in the series are *A Streetcar Named Desire*, *Major Barbara*, and *Design for Living*, all from the McCarter Theatre Company.

MIXED BAG

A six-session course in *home landscape design* beginning September 23 is the first course of the fall sponsored by the Morris Arboretum, followed closely by a three-part course on *house plant propagation* starting the next day. Individual workshops, such as the one on September 30 (*Pressed Plant Designs*), are also scheduled. Costs range from \$7.50 to \$25.00. Call CH7-5777 for details.

The last day to register for *Philadelphia: A Course of Study* is September 27. The course, open to anyone on a noncredit basis, consists of three Saturdays of lectures, lunches, and field trips. The first Saturday is October 2. Cost is \$9.50 per Saturday or \$25 for the course. Call Ext. 7395 for information.

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