

Almanac

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Library: \$1 Million Breakthrough

The largest gift in the Library's history—\$1 million from Mr. and Mrs. Edmund J. Kahn of Dallas—will establish an endowment fund with yield used to purchase books and scholarly materials, according to Director of Libraries Richard De Gennaro.

The couple announced their donation last week, setting up the Edmund J. Kahn Book Fund here in honor of the 1925 Wharton alumnus. He and his wife have an "equal giving" program where both give to Penn and both to Smith, Mrs. Kahn's alma mater.

Their gift represents one-eighth of the Library's goal in the Program for the Eighties.

A year ago Mr. De Gennaro wrote (*Almanac* February 10), "It is doubtful that the entire Library share in our campaign will be raised if the experience of Harvard and other university library fund drives are an indication . . ." but this week he said, "It looks like I may eat those words on the steps of Van Pelt, and I'll gladly have a second helping on the steps of Widener if our \$8 million comes through."

Library gifts are also being solicited from foundations and via faculty/staff contributions to the campus campaign headed by Dr. Charles C. Price.

SOME OTHER LANDMARKS: \$5 MILLION PLUS

The recent giving that put Penn over the \$100 million mark in January included a number of gifts not previously announced in *Almanac*:

- A gift of more than \$1 million by Philadelphia trucking executive Sol Katz to endow a distinguished professorship in internal medicine to further the training of doctors for family practice.
- A contribution of \$1 million from the Mabel Pew Myrin Trust toward a new Small Animal Hospital.
- Gifts totalling \$763,000 by Henry Bower, Class of 1918, to endow a Wharton School chair in entrepreneurial studies and to support construction of a new baseball diamond.
- An anonymous gift of over \$2.5 million and an anonymous gift of more than \$1 million from persons described as "closely associated with Pennsylvania."
- Gifts described as "substantial" from Pfizer, Incorporated, for the Medical School; from Pennwalt for the College of Engineering and Applied Science; and from Standard Oil of Indiana for the University's unrestricted use.

PHILADELPHIA AWARD: DR. RHOADS

Dr. Jonathan Rhoads, the eminent professor of surgery who was chairman of surgery 1959-72 and Provost of the University 1956-59, will receive the \$15,000 Philadelphia Award March 31 for his "half-century of outstanding service in medicine, education and civic affairs." Of the 55 past winners of the city's highest honor, over a quarter have been Pennsylvania faculty members or Trustees. (*Other HONORS, page 6.*)

SENATE

NOMINATIONS FOR 1977-78

1. In accordance with the requirements of the adopted amendment to the Senate Bylaws, Sec. 11 (b) (III), official notice is herewith given to the entire Senate Membership of the Senate Nominating Committee's slate of nominees for the incoming Senate Officers "at least 42 days prior to the spring meeting." The nominees, all of whom have indicated their willingness to serve, are:

Chairman-elect: Irving B. Kravis, Professor, Economics

Secretary-elect: Robert Inman, Assoc. Prof., Finance & Economics

Senate Advisory Committee (to serve a 3-yr. term begin. May 1977):

Peter Conn, Assoc. Prof., English

Gerald Frug, Assoc. Prof., Law

Janice Madden, Asst. Prof., Regional Science

Daniel D. Perlmutter, Prof., Chem. & Biochem. Eng.

Senate Advisory Committee (to serve a 2-yr. term begin. May 1977):

Peter A. Cassileth, Assoc. Prof., Med. Hemat.-Oncol.

Senate Committee on Academic Freedom & Responsibility
(to serve a 3-yr. term begin. May 1977):

James O. Freedman, Prof., Law

William F. Hamilton, Assoc. Prof., Dec. Sci. & Com. Med.

Replacement Pool for Academic Freedom & Responsibility
(to serve a 3-yr. term beginning May 1977):

Susan M. Wachter, Asst. Prof., Finance

2. Again pursuant to the Bylaws Sec. 11 (b) (iv) you are herewith invited to submit "additional nominations, which shall be accomplished via petitions containing at least twenty-five valid names and the signed approval of the candidate. All such petitions must be received no later than fourteen days subsequent to the circulation of the nominees of the Nominating Committee. Nominations will automatically be closed fourteen days after circulation of the slate of the Nominating Committee."

If no additional nominations are received, the slate nominated by the Nominating Committee would be declared elected. Should additional nominations be received, those nominated by petition have the right to learn the names of all other candidates and withdraw within five days after closing of petition. A mail ballot would then be distributed indicating which nominees were nominated by petition and which by the Nominating Committee. All candidates have the right to prepare, within seven days after closing of petition, and have circulated with the ballot a one-page statement. The ballot shall be circulated no later than fourteen days subsequent to the close of nominations. Voting shall be noncumulative. The polls shall be closed fourteen days subsequent to the circulation of the ballots.

—Robert A. Zelten, Secretary

SPRING SENATE MEETING

Wednesday, April 27, 1977
102 Chemistry—3 p.m.

SUNSHINE MEETING: MARCH 10

For the March 10 meeting of the Executive Board of Trustees, the "sunshine" session open to observers is scheduled from 10:45 a.m. to noon at the Faculty Club Tearoom, third floor.

Speaking Out

OOPS!

Almanac notes and regrets errors both large and small in recent issues:

On 1/25, the new Mudd chairholder Dr. Karl Rickels should have been called professor of *psychiatry* and pharmacology; and his number of published papers has risen to 280 from the 160 listed in a file we borrowed. (Anyone else who would like to update biographical file at the News Bureau should contact Mrs. Margaret Gamble there, Ext. 8721, or simply send her a new c.v. at 524 Franklin Building.)

Calls for low-cost summer housing for transient colleagues and small conferences should go to *Julia Kane*, not to Katharine Moses as indicated in the 1/18 issue. Ext. 6843 is correct.

The announcement of Arthur Piper's election as assistant comptroller of HUP (1/25) should have said assistant comptroller of the *University*.

A small typo—discreet for *discrete*, 2/22, p. 5—makes college house dining sound more sybaritic than it is.

A giant typo was omission of 18 words in the text of the Wharton ten-year tenure resolution which in Dean Clelland's words, "may make the campus think the Wharton faculty voted gibberish." He checked first, he says, "to see if we *did* vote gibberish." They didn't. The error was *Almanac's*, and here is the corrected text:

Wharton Tenure Motion

Resolved: Appointments to the rank of assistant professor shall not exceed six years in total. The first appointment shall normally be for three years followed by a second appointment of three years. Initial appointment of four years followed by second appointments of no more than two years are permissible. Consideration for promotion to associate professor (without tenure) will normally occur in the fifth year of service. The maximum term as untenured associate professor will be five years with consideration for tenure occurring no later than the ninth year of service.

In exceptional cases, consideration for promotion to associate professor can be delayed until the sixth year of service. If promotion is granted, the term as untenured associate professor shall not exceed four years. If promotion is not granted, an additional, terminal appointment of one year as assistant professor must be granted.

In the event of early promotion to untenured associate professor, a second term appointment may be granted provided that the total untenured service entailed does not exceed ten years.

ON THE SHELF?

On January 25 I sent the following letter to Dr. J. David Cummins, Chairman of the Committee on Faculty Benefits:

At age 65, Blue Cross-Blue Shield coverage ceases and is replaced by what is called "65 Special." "65 Special" becomes operative when Medicare benefits cease. To be covered by Part B of Medicare (Part B benefits correspond to those covered by Blue Shield), the insured is required to pay a monthly premium of approximately \$7.20 per month for single coverage, and \$14.40 per month for husband and wife.

The premiums paid by the University for regular Blue Cross-Blue Shield benefits are as follows:

*Single Coverage—\$21.34/month
Family Coverage—\$61.95/month*

The premiums paid by the University for "65 Special" are as follows:

*Single Coverage—\$12.62/month
Family Coverage—\$25.24/month*

If one adds the \$7.20 per month for single Medicare Coverage under Part B, or \$14.40 per month for husband and wife, to the premiums paid by the University for either category under "65 Special", it is apparent that the cost to the University is less (a little more than half) than regular coverage would be.

It seems incongruous, under such circumstances, for the University to fail to cover those 65 and over under Part B of Medicare. Such treatment could scarcely be described as a reward for long and faithful service.

I trust that your Committee will see fit to induce the University administration to rectify this obviously unjust and inexplicable discrimination against those of us who reach the ripe and unenviable age of 65.

Despite Dr. Cummins' promise to respond in writing, no reply has as yet been forthcoming. At the A.A.U.P. chapter meeting held Wednesday, February 23, he ignored the problem in his report to the meeting on faculty benefits. When questioned, he indicated that his response would be negative.

Given his published postures on faculty benefits, one wonders whether Dr. Cummins is less interested in advancing the cause of faculty benefits and in correcting existing

inequities than he is in currying favor with those intent on their erosion.

Perhaps Dr. Cummins should be reminded that there is a group of faculty members who, though past 65, are functioning members of the faculty who will continue to serve, in some cases to the age of 68, and in others to the age of 70. Moreover, the eminent professor of insurance should know that the purpose of insurance is to protect against future calamities. It should be clear, even to the most obtuse, that with respect to medical benefits, those under 65 are covered without premium costs to themselves, while those over 65, under the present University policy, are forced to suffer the expense of similar protection.

Dr. Cummins should know that such discrimination is not only unconscionable but illegal. Affirmative Action (see *Almanac* of February 17, 1976) prohibits discrimination in matters of compensation because of age.

—Saul Sack, Professor of Education

BARNES STORM

"Outmoded 'Bonuses'" (Speaking Out 2/22/77) cannot go unanswered. When salaries at Penn are brought in line with those of business and industry, consideration could be given to the elimination of at least some of the "bonuses" such as the extra week for marriage. Meanwhile, *some* incentive aside from the pay is needed to attract prospective employees to Penn!

In business and industry, real bonuses—that is, *extra dollars* (as in cash, money, green stuff)—are handed out at Christmas. Frankly, I'd rather have the time off because I work so hard from summer to Christmas that by the end of December, I need a vacation.

Lay-offs (not rare at Penn lately) almost never result in proportionately reduced work loads. Jobs don't get eliminated as such, only the people who did them. The work gets spread among the remaining employees, with no increase in their compensation. Even if "bonuses" were eliminated for future employees, we who are here now still have to do more work for the same pay.

And how many businesses and industries have NO merit *increase* program? Even our merit *review* program was eliminated! There are employees who have worked here almost two full years who have no performance review at all in their personnel files.

Does the University community at large, and does Mr. Barnes in particular, realize that an A-3 employee who retires—after at least eleven but often fifteen, twenty or more years of service to Penn—receives *one and one-half percent* of each year's salary, during each year

Speaking Out is a forum for readers' comment on University issues, conducted under the auspices of the Almanac Advisory Board: Robert L. Shayon, chairman; Herbert Callen, Charles D. Graham, Jr., Fred Karush, and Robert F. Lucid for the Faculty Senate; Paul Gay for the Librarians Assembly; Shirley Hill for the Administrative Assembly; and Virginia Hill Upright for the A-3 Assembly.

of retirement? The University pays into the pension plan for A-1's and A-2's (depending on age and tenure) from six to nine percent of each employee's yearly salary. The A-3 Assembly has been working for over three years to try to get a liveable retirement allowance for support staff. The current allowance is less than a pittance. Perhaps the equation, if applied to salaries in the neighborhood of Mr. Barnes's, would result in a substantial retirement allowance; but most A-3's have little hope of ever making the current salaries of most A-1 and A-2 positions.

I have worked in business and industry, so I speak from personal experience. I prefer to work at Penn, and not only because of the "bonuses." If Mr. Barnes had *really* examined the entire employee benefits picture here—and had compared it with Delaware Valley business and industry as well as among Penn's own employee castes—he could not write as he did in Speaking Out.

I agree that significant areas of the University's benefits program other than the faculty and staff scholarship program certainly need to be scrutinized. And when the vast inequities between A-1/A-2 benefits and A-3

benefits are discovered, it is those inequities which should be eliminated, not the benefits. If the University cannot afford to upgrade A-3 benefits in order to accomplish this, they should consider the obvious alternative.

—Virginia Upright, Member of the A-3 Assembly Steering Committee

QUERIES ON 'BONUSES'

Is Mr. Barnes aware that the "bonuses" of the "paternalistic system" mentioned in his letter are embedded in some union contracts governing certain groups of this University's employees? In order to be fair to all employees, does he mean to suggest that those "bonuses" be expunged from the said contracts as well? I am under the impression that the "bonuses" in question were extended university-wide for a practical reason—as an attempt to stem the tide of unionization of the late sixties and compensate for the low salary rate still in effect. I suggest that Mr. Barnes read the Collective Bargaining Agreement Between Local Union No. 590, AFSCME, AFL-CIO and its District Council Number 33 and The Trustees of the University of Pennsylvania for Designated Library and

Archives Supporting Staff Classifications, November 1, 1974. I further suggest that Mr. Barnes compare the wage rate schedule in effect as of November 1, 1976, affecting employees covered by said contract with the wage rate schedule for non-unionized employees (A-3, Type 2) doing similar work.

—Paul Gay, Associate Librarian, Law School

BECAUSE OF BENEFITS

I'm writing this letter in reference to "Outmoded 'Bonuses'" by Mr. Curtis Barnes.

I've been working for the University since June 1974. I took the job right out of high school because of the benefits; I could go to school at night and get 2 weeks vacation the next summer.

I work in the Bulk Mail Department. I do the same kind of work a person in the Post Office does. There is one large difference. A friend of mine *started* at the Post Office at approximately \$4.50 an hour. I started at \$63.00 a week (take home). After two and a half years I now take home \$86.00 a week. He still brings home over \$120.00. My vacation is not that much more than his since the Post Office gets off George Washington's Birthday, Martin Luther King's Birthday, etc., which the University does not honor for regular A-3's.

My 4 weeks vacation is the *only* incentive that keeps me at the University. The pay is very low, the location (25th & Locust) is farther from home than other mail houses and promotion looks very bleak.

As everyone who works here knows, the places to cut budget are at the padded, unneeded big name offices at the top. Granted, most of these offices are needed, but obviously not all of them. Too many cooks spoil the soup.

Thank you,

—John Bratton,
Bulk Mail Clerk

The Executive Director of Hospitals shares with the campus a letter he sent Friday, February 25, to all personnel of Graduate Hospital, 19th and Lombard Streets.

TO ALL GRADUATE HOSPITAL PERSONNEL

In Mr. Scholfield's temporary absence, I want to alert you to a serious situation affecting the Graduate Hospital of the University of Pennsylvania.

On February 22, 1977, a letter was received from an attorney representing District 1199C, National Union of Hospital and Health Care Employees, which states:

"In accordance with Section 8(g) of the National Labor Relations Act, as amended, please take note that the employees in the above-described unit will commence picketing and other concerted activity starting with the first shift, 6:00 a.m. on Tuesday, March 1, 1977, for recognition of District 1199C, National Union of Hospital and Health Care Employees, Division of RWDSU, AFL-CIO, as their exclusive collective bargaining representative."

The "above-described unit" consists of the Service, Maintenance and Technical employees here at the Graduate Hospital of the University of Pennsylvania.

The action threatened by 1199C, if carried out, may seriously affect our ability to serve our patients properly, and may have a serious effect on the future of the Hospital.

All of us associated with the Hospital must consider how each of us will react to this threat.

I believe the picketing being threatened by 1199C is not necessary and is not in anyone's best interest: our Community, our Hospital, and you, our employees.

This is a very serious matter and the Graduate Hospital of the University of Pennsylvania will do everything it can to protect our community, our patients, our employees and our Hospital, if this threat is carried out.

We will continue to keep you informed of developments in this serious situation. In the meantime, I am certain that YOU will continue to provide the best health care available for our patients and our community. I know that YOU care about the Graduate Hospital of the University of Pennsylvania and its future.

—Mark S. Levitan, Executive Director, University Hospitals

POP ECONOMICS

Mr. Schiller's letter (2/15/77) is a prime example of the irrationality and injustice so often found in popular economic notions today. On the basis of his need, he has ignored certain principles—to say nothing of facts.

He builds a case which ultimately leads to a call for Xerox to absorb the cost of publishing academic research and making it available to individuals on microfilm or photocopy. He supports this case by citing the following points: (1) His personal need and the "exorbitant" prices charged by University Microfilms, (UM). (2) A Xerox policy which "forces" libraries to buy dissertations without previous inspection. (3) The threat to the "completeness . . . accuracy and quality of the research endeavor" posed by the "total monopoly" enjoyed by UM. (4) The fact that Xerox is profit-oriented.

As to the first point, I do not doubt Mr. Schiller's need; however, if he had taken the time to examine the cost of photocopied material supplied by UM as opposed to material provided by institutions which do not use its services he would have found the

Xerox price quite reasonable. Xerox charges a flat \$15 rate for a photocopied dissertation regardless of length. Harvard charges 15¢ per page.

Point 2 involves simple misstatements of fact. First, Xerox forces no one to buy dissertations; they provide the service which makes them available. Secondly, libraries do not normally purchase such material at all; individuals buy directly, using a form available from the Office of Interlibrary Loans. Thirdly, UM publishes *Dissertations Abstracts International* (on file at the library) through which one can ascertain the applicability of a given thesis absolutely free before ordering.

As to Mr. Schiller's cry of monopoly, I refer him to *The Incredible Bread Machine*, p. 75: "The evils we commonly associate with monopolies are possible only when a *coercive* monopoly exists. A coercive monopoly, through the use of physical force or fraud, prevents competitors from entering the market." As universities freely choose to contract the services of UM, and since any could conceivably terminate such an arrangement or go to another company, the condition of monopoly can be termed natural and in no way secure. With respect to the dangers UM presents to the research community by providing their services, I suggest that Mr. Schiller try to imagine the research difficulties which would present themselves were no such simple, direct and comprehensive service available.

The fact that businesses work for a profit is the driving force which provides consumers with the widest possible variety of goods and services at the lowest possible prices. Freely earned profit is a completely honorable end. Attempting to get something for nothing at another's expense—be it a business or an individual—is not.

—Fritz Polatsek, A-3 Staff Member

CREDIT WHERE DUE

Congratulations to Penn for receiving the 1977 United Way Award (*Speaking Out* 2/1/77) for "achieving significant increases in the campaign just completed." Congratulations also to Campaign Co-chairmen Robinson and Warren and to all members of the University community who assisted in making the drive a success.

But giving credit where it's due should include *everywhere* it's due! So congratulations, better late than never, to James D. Evans, Jr., chairman of the 1976 campaign which, in spite of delays and difficulties caused by the famous "long strike," resulted in over \$73,000.

The '77 total may be a record dollar amount for Penn's United Way giving, but our 1976 total, achieved despite seemingly insurmountable obstacles, is well in line with the previous five-year *average* of \$76,000. And if it is true that participation by members of the University community doubled from the previous year (*Speaking Out* 2/1/77), it is enormously creditable that in '76, *fifty* percent of the people gave *eighty* percent of the dollars of '77!

We didn't win any awards in '76 but in spite of the odds, we certainly didn't disgrace our University, either!

—Una L. Deutsch, Secretary to University Chaplain

A \$93,000 BREAK

We would like to thank all members of the University community who did their part in helping reduce energy consumption during this year's Christmas recess period. This year's \$93,000 energy-cost avoidance for the 24-day recess period surpassed last year's 33-day recess period efforts by almost 100%.

The success of the Christmas effort was primarily due to the concerted efforts of the entire community. Despite a few instances where persons came in for a few hours and left without turning lights and equipment off, or where leaving windows open caused mechanical equipment freeze-ups, it is clear that the campus as a whole has adopted a firm and spirited offense against waste.

Your individual efforts do have an impact, both during recess periods and normal working periods. So please, continue to increase your energy awareness and follow energy conservation guidelines [below] in your day-to-day operations.

Thank you again.

—Francine McQuade & Horace Bomar
Energy Office, Operational Services

SPRING CHECKLIST

Spring recess starts at the close of classes Friday, March 11, and ends with their resumption at 8 a.m. Monday, March 21. For energy saving during the break, the Energy Office of Operational Services offers a checklist:

1. Keep all lights out.
2. Keep thermostats and steam thermostatic control valves at their minimum settings.
3. Keep fancoil units off.
4. Keep windows closed tightly.
5. Turn off any nonessential equipment.
6. Check these items periodically to see that they are being followed.

People in research areas have a special role because of the amount of energy-consuming equipment under their control is so great, an Energy Office spokesman said. The Office will be in touch with those whose buildings will have special mechanical equipment system operating schedules during the break.—Ed.

ADDITIONAL BLUE CROSS BENEFITS

Recently, the insurance commissioner of the Commonwealth of Pennsylvania approved three new benefits which will be included in the coverage provided by Blue Cross of Greater Philadelphia. These benefits became effective in the University of Pennsylvania Group Plans February 1, 1977. There is no change in current premium rates as a result of these additions. Details of the three new benefits are as follows:

Physical and Inhalation Therapy. These two benefits will now be covered on an outpatient basis, where medically necessary, after a patient has been released from a covered inpatient stay at a hospital during which the condition necessitating therapy was treated. These physical and inhalation therapy benefits are available only when the services are performed by a hospital, or its agent, and billed by the hospital. Coverage is available for up to sixty (60) consecutive days during each calendar year from the first outpatient therapy treatment. The \$5.00 per day deductible, is applicable during any four consecutive days.

Follow-up Accident Treatment. Coverage is now also provided with no further deductible for follow-up outpatient treatment received after

covered services for emergency outpatient treatment due to accident, but only if related to the same injury.

Chemotherapy. Benefits have also been extended to provide for certain chemotherapy treatment, subject to the \$5 per day deductible during any four consecutive days. Under this provision, chemotherapy shall be covered if administered intravenously. Oral chemotherapy—that is, by pills and liquid medicines taken orally, is *not* covered; nor are subcutaneous or intramuscular injections covered. "Subcutaneous" means "beneath the skin, hypodermic" and is *not* covered. "Intravenous" means injections made directly into the *veins* and is covered. "Intramuscular" means injections "within or into the substance of muscle" and is *not* covered. Furthermore, the chemotherapy benefit applies only to that chemotherapy which takes place on an outpatient basis within a hospital and which does not involve experimental or research chemotherapy drugs; not does it include antibiotic therapy.

Individuals covered by the University group plans who have received any of the services described above since February 1, 1977, should examine bills to make certain that hospitals have given proper allowance for these new benefits.

—J.J. Keller, Associate Director, Personnel and Labor Relations

The author, a Wharton senior who is a member of the University Budget Committee, notes that his views are not necessarily those of any other member of the Committee or of the Committee as a whole.

Evolution for System Survival

by Randall Marks

It should be evident that, like most other institutions of higher education, the University of Pennsylvania is not in good shape. The Budget Committee has known this since September and has wrestled with the problem in an effort to find options to lay before President Meyerson. My thesis is that there are not enough options to be found and that a fundamental new concept is needed if we are to endure.

The Problem and the Current Approach

In the framework of University budgeting there are of course three variables which are manipulated to achieve the ultimate and primary goal of budget balance: tuition increase, compensation increase, and program reduction. The University has stated an obligation to limit the increase in tuition to the increase in disposable family income. Similarly, faculty and staff have a right to expect their salaries and benefits to at least match the rise in the cost of living. This leaves program reduction to absorb the brunt of cost-cutting. But can all programs be cut? Not very easily, when the University has fixed and uncontrollable obligations such as tenured faculty and utilities costs, and has revenues such as income from endowment and government which we label in budget discussion, "at risk."

This is the picture that the University must view and it is not pretty. Penn has taken one philosophical and two pragmatic steps to confront rather than finesse the problem. Early on, and repeatedly since then, the Budget Committee has agreed that the University could not go on supporting a large base of operations and still respond to its student and faculty/staff constituencies. Time after time, phrases like "radically alter our lifestyle" came up in Committee discussions. The necessity for such "radical" change has been accepted by the University administration, though it has been left to those who do the living (at center level) to decide what "styles" to give up.

The first pragmatic step involved the establishment of the subvention mechanism as refined by the more recent five-year planning cycle for faculty personnel support developed by Associate Provost for Academic Planning John Hobstetter (*Almanac* November 23, 1976 and February 15, 1977). Skillfully applied, this technique will give the University and the deans and directors of responsibility centers better control over (future) fixed obligations.

The second pragmatic step is the current examination of operations of many centralized services. About a dozen reviews by special task forces are under way. In many cases the task forces are

using zero-base budgeting to analyze current services and to find less costly methods of delivering an acceptable level of services. It is expected that this approach will be extended to other central activities if it proves useful.

What Comes Next?

The current reviews of University operations were born out of necessity. They should, out of prudence, live on past the immediate crisis. Even if the University regains the robust fiscal health of the sixties, which is highly improbable, the harsh view being taken towards University operations must continue for at least two reasons. First, each dollar saved from wasteful consumption can be applied to more productive areas. Second, the planning mechanisms developed for austerity will be needed for the *next* period of retrenchment.

To mitigate the effect of our next recession in the higher education industry, the University must at the same time become more than a charitable tax deduction for individuals and corporations we ask to support us. When government or industry gives money to Pennsylvania, it must be because they feel they are getting something of value in return: expertise to improve the delivery of public services or profitability in the private sector. If we become a useful part of society—needed by its institutions—then we will be less likely to starve than our sister institutions.

While making itself a useful resource for society, the University must tap its own expertise to solve its problems. A good example of this is the involvement of the faculty and students of the Graduate School of Fine Arts in the improvement of the University's physical environment. It should be a hard and fast rule that before the University leaves West Philadelphia in search of expertise it should determine that no local talent is available. Not only will this approach establish a showcase for our abilities but it will provide a stimulating educational environment: faculty and students can work on practical problems without ever leaving the "Ivory Tower."

Finally, we must find a way to end the quiet "civil war" over resources between the responsibility centers and central University services. What the central operations spend cannot be spent by the centers. The centers understandably resent the indirect costs that they must cover, along with their own direct costs, from their strained revenues. The centers do not generally question the need for such services but they do question what incentives the central services have to keep their costs down or be responsive to faculty and student desires. One solution to this vexing problem is

decentralization of some services to the center level. Where this is not profitable because of central economies of scale, the centers should be able to influence the level of services provided and the cost of those services. For example, directly charging utility costs to the centers would give them the opportunity to reap the benefits of economizing on energy.

Three Other Threats

In addition to the poor fiscal health of the University born of the current poor economic environment and the negative attitude of society toward education, the University must deal with at least three issues which threaten its survival. First, it is important that the University *not* support itself merely by packing in bodies solely for the sake of revenue. The Wharton School has made it clear it wants to stabilize freshman enrollment. This seems to be a sensible step since a smaller class results in more individual attention for students and higher academic quality (and hence a better reputation for the school). Pennsylvania has the largest entering class and the lowest SAT scores in the Ivy League because it cannot *afford* to have it any other way.

A second major concern is the University's dependence on the public sector. It is a fundamental truth that funding brings control. Government funding is no exception. Already all but one of the places in the Veterinary School are rationed through agreements to various states in exchange for funding. New federal regulations may affect admissions to the School of Medicine. Politicians are accused of influencing admissions to the health schools, or at least pretending to. The University's comptroller spends a great deal of time negotiating with the Department of Health, Education, and Welfare over what accounting systems we may use. Against these problems we should pursue a two-pronged strategy. First, try to free ourselves of our addiction to public sector funding unless we are prepared to accept the manipulation that comes with it. Second, try to forge a new understanding with the state and federal governments which are unintentionally harming the type of education their funding is designed to preserve and enhance. Any institution of Penn's stature that has not integrated and upgraded its public affairs and communications efforts to this end is starting from behind. If present trends continue, the University will become just another state institution.

The third major concern is over the phrase "selective excellence" that is supposed to be the University's educational planning decision rule. The controversy surrounding the SAMP phase-out indicates that we have no definition of "selective excellence," that we have no measure(s) of "excellence," and that we have no mechanism to make a decision based on "selective excellence." Publishing guidelines in the *Almanac* (November 16) does not make them acceptable to a consensus of the University community, nor does it make them operational. Until we are in broad agreement on *some* guidelines and on a method of implementing them, we risk internal wars over resource allocation more major than the one we just fought.

Spaceship Pennsylvania

The prospect of internal strife is all the more threatening because the University is a system, and the rules of systems—whether social or ecological—apply. We must develop a mutualistic rather than a parasitic relationship with the government and other institutions in society. Moreover, it is critical that each of the parts be as self-sufficient as possible. (This is why responsibility center budgeting is so vital, since it identifies weak points to be strengthened.) Conservation is the key. We can no better tolerate drains of cash resources to the outside than we can survive the blockage of flow into the system. If we can learn to view ourselves as an ecosystem we can conceivably still act appropriately to avoid the internal sapping of our strength; to develop synergistic relationships; and to arrive at a system that produces what it needs, recycles what it can, and lives on what it has.

DISCOUNTS FOR PENN PEOPLE

Sheraton Hotels and Motor Inns

Under a corporate rate room plan guaranteeing 600 room rights per year, University faculty and staff can have a 20 to 25 percent discount at Sheraton Hotels and Motor Inns this year. A Sheraton directory is available in the Purchasing Office where special I.D. cards are also obtained. The corporate number to be used for discount rates is 04309, and the toll-free line for confirming reservations and rates, which vary, is 800-325-7823.

Passbooks

Money Saver Passbooks, with coupons featuring two-for-one meals and up to 50 percent discounts for other dining (including quick-serve restaurants) are also at Purchasing. The discount booklets are valid through December 31, 1977 and contain over 500 passes for dining and entertainment. Contact Tom Leary, Ext. 7216.

National Car Rental

Under its contract with National Car Rental, the University makes available cards (and/or stickers to affix to national credit cards) which entitle the faculty and staff to discounts on auto rentals: five percent in the U.S. and Canada, 10 percent elsewhere in the world. Contact the Purchasing Office.

Toll-Free Information

Purchasing News of Note reports that if you wish to make a local call to an organization that has an "800" WATS toll-free number but you don't know that number, dial 800-555-1212 to get it.

HONORS

NEH FACULTY FELLOWSHIPS

University faculty members won four of the five fellowships awarded by the National Endowment for the Humanities to scholars in Pennsylvania. They were among 179 nationwide to receive fellowships, which carry a stipend of \$20,000 for a full year. The four, and their research topics for the 1977-78 academic year:

Dr. Joan E. DeJean, assistant professor of Romance languages, who will research the seventeenth-century French libertine novel in Paris.

Dr. Robert E. Kohler, assistant professor of the history and sociology of science, who will investigate (partly in London) the social history of biochemistry as it developed in America, Britain and Germany.

Dr. Lawrence Schofer, assistant professor of history, who will study, the migration, urbanization and occupational choices of Jews in Berlin and Warsaw, 1850-1939; he will work in Philadelphia and New York with short trips to Berlin, Warsaw and East Germany.

Clyde W. Summers, Jefferson B. Fordham Professor of Law, who will study recent developments and legal problems in co-determination and worker participation in management and labor relations in West Germany, Sweden and the Netherlands.

HONORS IN BRIEF

Dr. Roland M. Frye, professor of English, has been elected vice-president of the Milton Society of America for 1977, succeeding to the presidency in 1978.

Dr. Thomas P. Hughes, professor and graduate chairman of the Department of History and Sociology of Science, was elected first vice-president of the Society for the History of Technology, and a member of the Council of the History of Science Society. He is also the new chairman of the National Aeronautics and Space Administration Historical Advisory Committee.

G. Holmes Perkins, FAIA, dean of the Graduate School of Fine Arts from 1951 to 1971, was named by the American Institute of

Architects as one of two recipients of the 1977 AIA medal.

Dr. Arnold W. Thackray, chairman and professor of the Department of History and Sociology of Science, has been elected a visiting fellow of All Souls College, Oxford, for the academic year 1977-78.

Dr. William R. Quandt, associate professor of political science, has become the senior advisor on the Middle East for the National Security Council. He has taken a one-year leave-of-absence from the University to assume the post.

Dr. Jonathan E. Rhoads (See page 1).

Dr. Wayne H. Riser, resident professor of pathology in pathobiology, was awarded the 1976 Journal Scholarship Award of the Charles Louis Davis, D.V.M. Foundation for his monograph, *The Dog as a Model for the Study of Hip Dysplasia*.

Dr. Cecil L. Striker, associate professor of art history, has been elected to the United States National Committee for Byzantine Studies, a constituent of the Association Internationale des Etudes Byzantines.

DEATHS

Lawrence Castagna (December 3, 1976, at 70), former baker in the Dining Service. He came to the University in 1939 and retired in 1972.

Donald H. Ewing (February 6 at 71), project coordinator in the Physical Plant until his retirement in 1971. He came to the University in 1962 as a project engineer.

Margaret B. Fritsche (February 9 at 65), a former clerk in the Placement Office. She retired last July after working at the University since 1951.

Sarah K. Gomez (February 2 at 56), a typist in the Information and Records Department of the Development and University Relations Office, where she had worked since 1956.

Dr. Edwin Polish (January 29 at 50), chief of gastroenterology at Graduate Hospital. He was a member of the American Gastroenterology Society and was also on the staff at West Park Hospital. His family notes that contributions may be made in his name to the charity of the donor's choice.

Dr. George P. Rouse, Jr. (February 7 at 65), chief of medicine and former president of the medical staff at the Presbyterian-University Medical Center. An associate professor of medicine at the University, he was a contributor to the Encyclopedia of Medicine and an author of numerous articles.

Harry J. Umfer (February 5 at 66), a former painter in the Office of Physical Plant. He began at the University in 1944 and retired in 1973.

KELLYPERSON PROCEDURES

The Personnel Department has revised its instructions for seeking Kelly Services. All requests for temporary help should be made to Ms. Peg Lyon, Kelly Services, 382-6555. At the time the request is made, the following information is required: *name of department, name of individual requesting the services, dates and time service needed and department budget number*. If there are any questions, contact Barbara Hayes, acting personnel receptionist (Ext. 7285) or George Budd, director of personnel and labor relations (Ext. 6018).

W-2s FOR '76

Earnings statements (W-2 forms) were sent to on-campus addresses instead of home addresses this year.

If you have not received your W-2 for 1976 or have any questions regarding it, call Ext. 4524 or 4525. Mail inquiries should be addressed to Personnel/Budget/Payroll Operations, W-2 Section, Room 232, Franklin Building (16). The information that should be provided when making mail or telephone inquiries: *social security number, individual's name and individual's home department number*.

WOMEN WANTED: WCT

Women's Cultural Trust, a non-profit organization founded to encourage the participation of women in the arts, needs directors and members for its committees. Those interested in writing grant proposals, staffing the crafts gallery, stapling posters to kiosks or performing other work for an hour or two each week, should call Ext. 5110 or stop by the WCT Bookstore or Gallery, CA, 3601 Locust Walk.

OPENINGS

The following listings are taken from the Personnel Office's bulletin of February 23. Dates in parentheses refer to the Almanac issue in which a complete job description appeared. 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

ACCOUNTANT I (2) (10-19-76).

ASSOCIATE DIRECTOR (2-1-77).

BURSAR (2-22-77).

DIRECTOR (2-22-77).

FACILITIES PLANNER (9-28-76).

FISCAL COORDINATOR (2-8-77).

JUNIOR RESEARCH SPECIALIST (2-15-77).

LIBRARIAN FOR RARE BOOKS (11-16-76).

LIBRARIAN II (Media Service) (11-9-76).

LIBRARY DEPARTMENT HEAD I (12-14-76).

LIBRARY DEPARTMENT HEAD II (12-14-76).

STAFF ASSOCIATE (20 hrs./wk.) (2-1-77).

SUPPORT STAFF

ADMINISTRATIVE ASSISTANT I (New York) (12-21-76).

CLERK (2-22-77).

CLERK I (2-22-77).

CONTRACT ACCOUNTANT (1-18-77).

MEDICAL TECHNICAL SECRETARY (4) (2-1-77).

PSYCHOLOGY TECHNICIAN II (2-22-77).

RECEPTIONIST (2-22-77).

RESEARCH LABORATORY TECHNICIAN II (2-22-77).

RESEARCH LABORATORY TECHNICIAN III (2-22-77).

(continued)

RESEARCH LABORATORY TECHNICIAN III (2-22-77).

SECRETARY II (8) (11-16-76).

SECRETARY III (12) (12-21-76).

SENIOR COLLECTION ASSISTANT (2-8-77).

PART-TIME

CLERK/TYPIST (2-15-77).

GENERAL OFFICE WORKER (4 months) (2-1-77).

LABORATORY ASSISTANT (5 months) (2-15-77).

LABORATORY ASSISTANT (7 months) (1-25-77).

RECORDS ASSISTANT (2-15-77).

TECHNICAL TYPIST (20 hrs/wk.) (2-15-77).

BREAKFAST IS ICUMEN IN . .

. . . modestly. A members' poll last year yielded a split vote on opening the Faculty Club for hot breakfast, but coffee, Danish and juice are now being offered from 8-10 a.m. weekdays.

THANK GOD IT'S THURSDAY?

Friday's dollar-a-drink happy hour at the Club has moved experimentally to Thursdays with longer hours (4-7 p.m.) and hot hors d'oeuvres.

NOWHERE TO GO BUT DOWN

Faculty Club parties of the "in-between" size (too big for the third floor, too small for the second, and too long underfoot on the first) are now booked in the Club room downstairs where pool used to be shot. For rates call Mr. Lloyd or Mrs. Barnes at Ext. 4618.

THINGS TO DO

LECTURES

Three more computer science colloquium lectures at Moore School: Eric Clemmons of Wharton on *Data Base Representations* March 1; Robert Shriver of ACM on *Data Flow Machines* March 8; and Frank Germano, Jr. of Penn on *A Medical Data Base System* March 10. All at 3 p.m., Room 216.

Woman's Place, 'Way Back: a series on *Women of the World: Sumer, Egypt, Rome* shows that women of ancient civilizations had already come a long way, baby. Lectures sponsored by the University Museum's Women's Committee take place March 2, 9 and 16 in Rainey Auditorium, 5:30 p.m., followed by cocktails. Admission: \$3.50 per lecture. Call 224-224.

Roberto Burle Marx, the landscape architect and artist who helped transform the Brazilian jungle into *Brasilia*, presents a slide lecture March 4, 4 p.m., FA B1, sponsored by the Graduate School of Fine Arts' Landscape Architecture and Regional Planning Department.

First Amendment Issues in the Electronic Media are identified by Henry Geller, fellow of the Aspen Institute Program on Communications and Society and a former general counsel of the Federal Communications Commission, at an Annenberg Communications Colloquium lecture, March 7, 4 p.m., Colloquium Room, Annenberg School.

Dr. Quentin Skinner of Christ's College, Cambridge, a fellow of the Institute of Advanced Study at Princeton, takes up *Revolutionary Theory and Practice: the Case of Calvinism* March 7, 4 p.m., Ivy Room, Houston Hall. Colloquium sponsors are the Department of History and Sociology of Science; American Civilization, History and Philosophy departments; and CHESM.

THEATER

Friedrich Durrenmatt's *The Physicists* ends its run at Penn with performances until March 6 at the Annenberg Center. For tickets, call Ext. 6791.

It's almost SRO already for *S!R!O!*, the 89th annual production of the Mask & Wig Club, March 3, 8:30 p.m., Annenberg Auditorium. Any

tickets left are \$3 at the Faculty Club, where the pre-show Steamboat Roast (5-7:30 p.m.), is \$7.70 per person. Call Ext. 4618 for reservations.

Penn Players stand *Waiting for Lefty* (Odets) March 3, 4 and 5. Philip Auslander directs two shows a night in the Old Cafeteria, Houston Hall. For exact times: Ext. 7570.

Penn and the Free Library of Philadelphia bring the National Theatre of the Deaf to Zellerbach Theater, Annenberg Center, March 17 at 8 p.m. *Four Saints in Three Acts* is by Gertrude Stein with Virgil Thompson's music; Chekhov wrote the curtain-raiser (*The Harmfulness of Tobacco*) and *Children's Letters to God* has additional poetry by Robert Frost and e.e. cummings. Box office and ticket information Ext. 6791.

FILM

From CA, Real to Reel: *Puerto Rico*, a documentary on the island that doesn't want to be a state, March 2, CA Auditorium, 8 p.m., \$1.

Documentary Film Lab has nine short ones March 2 and 9, Studio Theater, Annenberg Center, 4 and 7 p.m. March 2, there's *Lemon, Corridor*, and *Tom, Tom, the Piper's Son*. Six Navajo films produced by members of a tribe are shown March 9.

The Cow from Iran (March 3) and *Alice in the Cities* from West Germany (March 4) are two films CA screens at International House, Hopkinson Hall, 7:30 and 9:30 p.m., \$1.

PUC moves from light musical comedy to Hitchcock suspense in *That's Entertainment, Part II*, March 3; *Between Time and Timbuctoo*, March 4; and *Family Plot* and *Psycho*, March 5, FA B1, 7:30 and 10 p.m., except *Psycho* strikes at midnight.

The world through the eyes of 11- and 12-year-olds is a *Melody*, in the University Museum Children's Film Program, Harrison Auditorium, March 5, 10:30 a.m.

D. Abel Gance's *Napoleon* (Bonaparte et la Revolution) concludes on March 6, University Museum's Harrison Auditorium, 2:30 p.m.

MIXED BAG

The steel band comes to the Faculty Club, March 4 with a *Jamaican Buffet*, 5-8 p.m., \$9.35. Reservations: Ext. 4618.

How improbable is the *Improbable Furniture* at ICA's new show? The first survey on the uses of furniture forms in 20th-century art shows how Christo, Rene Magritte, Claes Oldenburg and other artists have used furniture shapes to explore horizontality, scale and human surrogates. The month-long exhibit opens March 10 and continues until April 10. *Chairs, Stools and Thrones*, a special loan exhibition organized by the University Museum, runs concurrently.

A special A-3 assembly meeting for all A-3's will be held on March 11, from 1-2 p.m., in the Ivy Room, Houston Hall. Paul O. Gaddis, senior vice president for management, is the speaker.

LEARNING

Learn how to think and manage creatively in a weekend seminar, says *Managing to Be Creative*, sponsored by Communication Materials Center (CMC), on March 11-13, at the MBA House, Wharton School. Registration fee: \$150 (\$75 for students). For further information and application, call CMC at 884-0928.

Where the Jobs Are . . . Where the Women Aren't! A March 13-14 conference is sponsored by the Penn-based Higher Education Resources Services (HERS) Mid-Atlantic with Temple University and the Coalition for the Education and Placement of Women. Registration fee, to be paid by March 7, is \$47. Questions go to coordinator Nancy Gilpin at Temple between 8:30-11:30 a.m. and 2:30-4:30 p.m. Tuesday through Thursday, 787-7981.

Rerun of a fall sell-out: *Philadelphia: A Course of Study*, a three-part mini-series of Saturday seminars, luncheons and field trips exploring the planning, science and technology practiced in the city, returns April 2, 16 and 30, from 9:30 a.m. to 3:30 p.m. Admission: \$50 for the series. Registration deadline is March 18. For more information and registration forms, call or write American Civilization Department, 301-A College Hall, Ext. 8295.

ALMANAC: 515 Franklin Building (I6) Ext. 5274

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