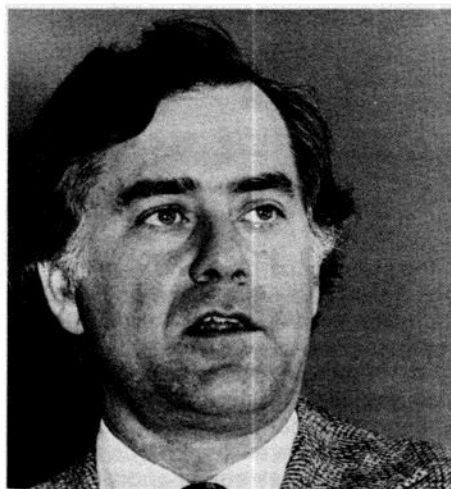


1980 Brown Bags End: Structure, Babies, Millions, and Goals

"Goals," in one context or another, might be said to have been the underlying theme of the last four brown bag seminars. Dr. Ross Webber, Faculty Assistant to the President and Provost, began by summarizing his review of the administrative structure of the University. Starting with the observation that the President and Provost are now overloaded by having too many people reporting to them, he outlined four possible alternate structures that might achieve such goals as allowing them more time to plan for the future, promoting better integration between academic and non-academic affairs, focusing attention on external relations, improving the relationship between academic and budgetary planning, and maintaining the balance between centralization and decentralization.

A week later Dr. Luigi Mastroianni, Jr., Chairman of Obstetrics and Gynecology, talked about a very different kind of goal: the desire of millions of women to bear children, and the implications for them of the "test tube baby" experimentation. Research in this field has been interrupted in the United States at the request of the National Institutes of Health pending the report of an advisory national ethics committee, except in those few research centers that receive no federal funding. Many are impatient for the research to resume. Even recognizing the possible misuse of the techniques, the unresolved ethical questions, and the probability of a heart-breakingly high failure rate, Dr. Mastroianni cited the procedure already used in England as the only chance for many women to bear children.

Still different goals were on the mind of E. Craig Sweeten, Senior Vice-President for the Program for the 80s. How do you set a goal for a capital campaign? (Or, more accurately, how did the Trustees set a \$255,000,000 goal more than five years ago?) They had to make many assumptions—about stu-



Dr. Ross Webber

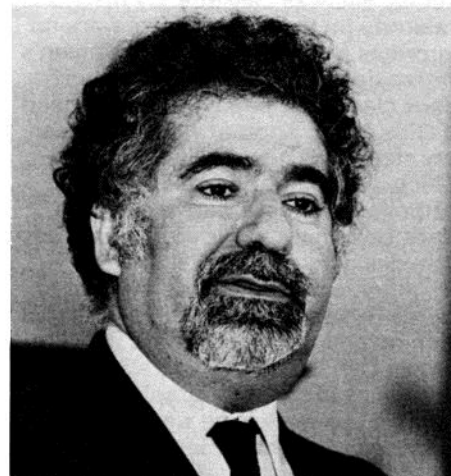


Vice-President E. Craig Sweeten

dents, about the economy, about the future pattern of laws relating to philanthropic gifts—and they had to show a lot of faith. During the eighteen months of planning that went into the goal-setting process, the Trustees and the Development Staff had to recognize that a goal set too high would result in failure, but that a goal set too low, too easily met, would be another kind of failure. The current success of the campaign is a testimony both to the thoughtfulness and the generosity of the Trustees. It has also been helped in considerable degree by the members of



Dr. Luigi Mastroianni, Jr.



Provost Vartan Gregorian

the University family who have given so substantially to demonstrate their belief in Pennsylvania.

Provost Vartan Gregorian concluded the series on May 5 by giving his view of the state of the University today, the academic issues that face the University, and prospects for the future—again, goals. While there are grounds for satisfaction in a balanced budget for several years and the avoidance of staff cuts, there are also obvious problems such as energy costs

Continued on page 4

PERSONNEL-ity

Betsy Henry

If you call the Personnel Relations Office, the odds are good that the first person you speak to will be Betsy Henry. Although she has been the senior secretary in the department for a relatively short time, she has learned the answers to most of the questions that cause people to call—and takes time to dig out the answers that she doesn't already know. In fact, one of her satisfactions in the job is taking the time to listen to people's problems and give them the answers they need (unless, of course, she is interrupted by another, and yet another ringing telephone).

The variety of Betsy's experiences at the University and elsewhere help her to find the right answers. She first came to the University as a student on a scholarship provided by Joseph E. Horn of the Horn and Hardart Corporation. Her mother was a valued employee of Horn and Hardart's for many years. Mr. Horn was so impressed by Betsy's record as valedictorian at Girls' High School that he was determined she should continue her education at Pennsylvania.

Betsy finds the changes in social attitudes from her student days to 1980 on the Pennsylvania campus striking. Relationships and understanding are not perfect now, but when she was a student she was censured by her fraternity (in those days there were no sororities at Penn—they were women's fraternities) for having lunch with a black classmate who had been a friend at Girls' High. Another women's fraternity stopped issuing invitations to her after learning that she was a Roman Catholic. And there were almost no black University employees. Times and attitudes do change.

After leaving Penn, Betsy went to Peirce Business College for secretarial training and then found a job with the Crown Can Company. She started, as was usual, in the stenographic pool, but within a few weeks she was secretary to the vice-president for sales. During most of her next ten years with the company, she was manager of the inside sales division.

Other jobs followed, including that of sales manager of the gift wrapping division of a cellophane manufacturing firm (that was in New York) and executive secretary to the chief of ophthalmology at Lankenau Hospital. Perhaps the most personally rewarding job was the period she shared with her husband in his insurance agency during the sixties.

Her return to Pennsylvania almost didn't happen. After her husband's death, and the death of the surgeon for whom she worked during the early seventies, Betsy needed a change and a break. She signed up for a trip to Ireland



Betsy Henry

in the summer of 1977, and with that to look forward to—it remains one of her cherished memories—she did not feel free to take on a permanent assignment. So she registered with Kelly Services for temporary assignments until the highly anticipated excursion.

The trip was all she had hoped for, but the return was not so good. Soon after arriving back in this area, Betsy broke her heel and thought she could not seek a new job for a considerable period of time. Then Kelly Services called and asked if she could help the Personnel Relations Department at the University of Pennsylvania. She said no; with her bad foot, she could hardly manage to do so. They called back to say that convenient parking could be arranged, and she was still needed. So she said yes. And thanks to that temporary assignment, Betsy is back at Penn.

May We Remind You?

The Personnel Information Services section of the Comptroller's Office urges all supplemental retirement annuity participants and TIAA/CREF participants to review their individual programs and consider plan changes. In addition, *all agreements which include additional reduction amount above the 4% or 5% required for basic plan participation must be renewed at this time. Otherwise existing additional amounts will be discontinued on July 1.*

Forms requesting a change in retirement plan participation or continuation of a contribution larger than the basic requirement have been distributed. They should be returned as soon as possible, but not later than June 1, to the Benefits Counseling Department, 116 Franklin Building/16 (extension 7281).

Personnel Policy Manual Updates

Most holders of *Personnel Policy Manuals* received the benefits section and a number of other corrections and additions in late April. If you have a *Manual* and did not receive this mailing, please call extension 6093. The new pages will be sent to you promptly.

Trustee Chairman Addresses Twenty-five Year Club

Following greetings from Provost Vartan Gregorian and President Martin Meyerson, the more than three hundred members of the Twenty-five Year Club attending the annual dinner on April 30 at the Faculty Club heard Board of Trustees Chairman Paul Miller contrast life at the University in 1955, when the new members of the Club joined the staff, with the scene today. With Chairperson Una Deutsch presiding, Robert MacDonald presented the nominating committee report; the candidates were Joseph S. Gots, chairman; Edward F. Lane, chairman-elect; and Marion S. Pond, secretary. The slate was elected as proposed.

Executive Director of Personnel Relations Gerald L. Robinson presented certificates of recognition to three senior members of the University family who are still on active full-time service: Benjamin Franklin Professor of Linguistics Zellig S. Harris (originally appointed to the staff in 1931). Superintendent of Mechanical Services William J. Lotka (1934), and Professor of Statistics and holder of innumerable administrative posts Donald S. Murray (1935).

The evening was closed with a musical presentation arranged by Bruce Montgomery, a member of the Twenty-five Year Club well known to the University community for his direction of the glee club and other musical activities.

May We Remind You?

Monday, May 26, and Friday, July 4, are holidays for most University employees. Classes will be held on Memorial Day, and the Hospital must of course be operational on both days.

Support staff personnel required to work on either holiday will be paid the holiday rate—the employee's regular pay for the day plus one and one-half times his or her regular hourly rate for all hours worked.

For employees covered by collective bargaining agreements, the applicable provisions of each agreement will apply.

From the Executive Director of Personnel Relations

On May 19, Claire Nagel will join the University as Assistant Director of Personnel Relations for compensation. Ms. Nagel comes to us from Cornell University where she has been Manager of Staffing Services and, more recently, Manager of Employee Benefits. Previously she served as Personnel Manager for Doubleday and Company.

Ms. Nagel is a graduate of Cornell University, from which she received her B.A. degree. She has also earned an M.B.A. from New York University.

Gerald L. Robinson

Know Your University: The Credit Union

Have you postponed buying that car because interest rates are reaching 20%? Is inflation eating away at your standard of living? Then the University of Pennsylvania Federal Credit Union may be able to help you.

The Credit Union was organized to promote savings and to create a source of credit for its members. To join you must be an employee of the University or one of its affiliates. The Credit Union offers a number of benefits:

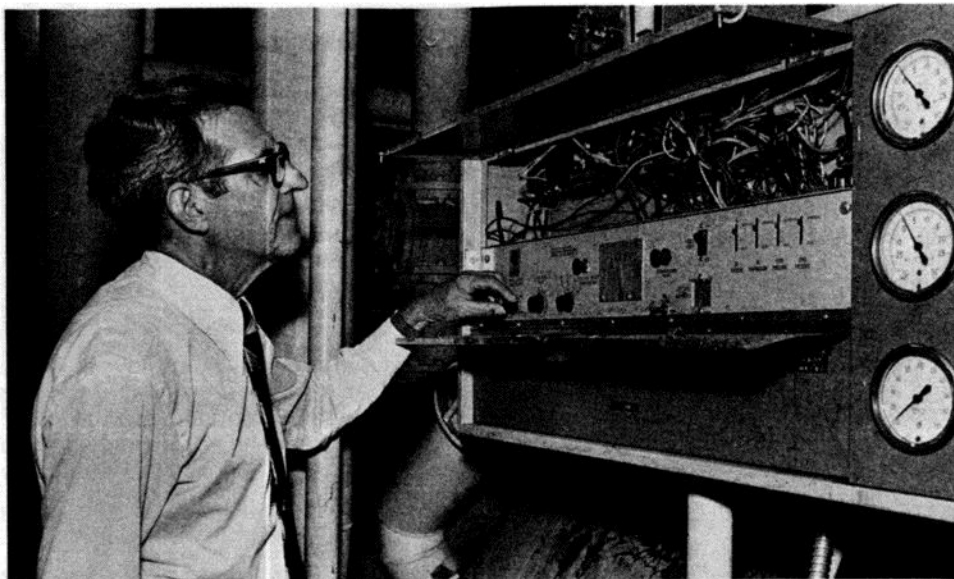
- 6% dividends on savings (compounded quarterly to equal a 6.18% annual yield)
- Convenient payroll deduction.
- Insurance on savings by the National Credit Union Administration up to \$100,000
- Free life insurance equal to savings, up to a limit of \$2,500
- Christmas and vacation clubs
- Same day withdrawals
- A history of twenty years of service
- Life insurance on all loans at no cost to the member
- Disability insurance for a minimal fee.

If you are interested in joining the Credit Union, call extension 8539 or stop at the office on the first floor, 4025 Chestnut Street.

Volleyball is Catching On

A good response to the notice in the April Newsletter insures that there will be volleyballs flying back and forth across the nets this summer. Sue Kozloff has the names and telephone numbers of those who have expressed interest and will be getting back to them with further information.

It is not too late to sign up. Interested individuals or groups may still get on the list by calling Sue at extension 7285.



William Lotka

GETTING TO KNOW YOU: William J. Lotka

It was on April 18, 1934, that Bill Lotka started work as an apprentice in the steam plant of the University. And now, more than forty-six years later, Bill is the senior non-academic member of the University staff still on full-time active duty. He is also now Superintendent of Mechanical Systems for the Department of Physical Plant.

Many people now at the University may not realize that what is currently known as Hollenback Center was originally built as a steam generating facility—and as such won architectural acclaim. Old timers will remember the railroad spur, the piles of coal, and—if they ever wandered inside it—the intense heat. Bill Lotka knew the place well. He became a plant engineer after a three year apprenticeship and returned to work there after his stint in the service during World War II.

In 1959 the University was faced with the choice of expanding its steam producing facilities or purchasing steam from the Philadelphia Electric Company to serve the new structures of the fifties and sixties. The decision was to close the steam plant and convert it eventually into headquarters for the R.O.T.C. units and locker facilities for the Department of Intercollegiate Athletics. Bill moved to the sub-basement of College Hall to supervise maintenance of the University's steam lines (now some nine miles of underground lines branching out from the point at which P.E. delivers steam to the University near Irvine Auditorium).

Two years later, when Bill became a foreman, his responsibilities expanded to include air-conditioning as well. In those days, there was not too much air-conditioning around the campus. Research areas in the Medical School, parts of the Towne building, and the

David Rittenhouse Laboratories had central systems. Otherwise there were isolated window units (which, according to Bill, are energy hogs). Today he is responsible for some 25,000 tons of air-conditioning, including the new underground chilled water system. The unit in the Medical Education building is already operative, and before the end of the summer those in Williams Hall and the Chemistry Building at 34th and Spruce Streets will also be functional. The latter two are interconnected so that they can supplement or relieve each other.

But steam and air-conditioning are not the only concerns of those working in mechanical systems. Maintaining two swimming pools and more than 200 dental chairs, keeping the track bubble inflated (which is sometimes difficult when vandals have slashed it), and in fact dealing with anything that involves fans or motors involves also Mechanical Systems.

Bill, who is originally a West Philadelphian but now lives in Delaware County, doesn't find as much time for fishing as he used to. Perhaps visits to children in Connecticut and Illinois have limited his spare time. But he does still garden enthusiastically, and boating is another favorite occupation. Emergency calls to the University do not come as often as they once did, but he still remembers one night when he and a partner were called to the medical animal laboratories because the temperature was soaring dangerously. It did not take them long to diagnose the problem. One of the monkeys in the experimental colony had gotten loose and ripped the thermostat from the wall!

Even without monkeys, life has its current excitements. May is a banner month for Bill. The third of the Lotka children to attend Penn (there are eight children in all) will graduate this month.

How Long Have You Worked for the University?

Every now and then a member of the Personnel Relations staff spots a record and says, "But I know so-and-so has worked for the University for a long time. That record says he (or she) has only worked here five years!"

It can happen. When there is a break in service and the individual returns to the University, service is not automatically "bridged." And this can be critical in terms of vacation eligibility, sick days, and especially retirement credit. All employees are urged to read carefully Policy No. 401, *University Service, Bridging of Service Periods*:

The length of time an employee or faculty member has been in active University service is a determinant of eligibility for participation in certain benefit programs and also determines the applicability of a number of personnel policies.

A person's University service is the length of time, beginning with the date of hire, that the individual has been continuously employed on a full-time basis or as a Limited Service Employee, including periods of authorized leaves of absence. University service ends with termination of employment.

Periods of University service may be joined together (or "bridged") under the following conditions: When an individual with one or more years of service terminates University employment and then returns to service within ninety calendar days, any benefit eligibility in effect at the time of termination is immediately reinstated. If reemployment takes effect more than ninety calendar days after termination, credit for periods of service prior to the termination will be given on completion of one additional year of continuous service. *At the end of that year, the employee should arrange with the personnel benefits office to reestablish full service credit.*

Service credit of faculty members who have had breaks in service is subject to review by the Provost's Staff Conference upon the recommendation of the appropriate dean.

Computation of service for employees in collective bargaining units is governed by the terms of their respective collective bargaining agreements.

Personnel Relations Newsletter Volume 2, Number 9

The newsletter appears monthly except in June, July and August
Photography by: Bruce Rosenblum
Edited by: Bill Seiberlich
Supervised by: Douglas R. Dickson

Something on Your Mind?

If you have questions, comments, notices, or suggestions, send them to "Something on Your Mind?" All inquiries and remarks sent to 737 Franklin Building will be kept confidential. Comments or questions of sufficiently broad interest will appear in this column.

Question: Will the University observe special summer hours this year?

Answer: Many University offices will close at 4:30 p.m. from June 2 through Labor Day. Early closing is possible because many departments have lighter workloads during the summer.

Question: Does this apply to all University employees?

Answer: No. University employees who work in HUP must observe the Hospital's hours. Departments which have clinical or similar needs may require employees to remain until their regular departure time during the academic year. Where collective bargaining agreements determine work hours, the terms of the bargaining agreements will control the work periods.

Question: Is there overtime pay for employees in offices, clinics, or laboratories that do not close a half hour early?

Answer: No. Regular pay without overtime compensation is determined according to the schedule in effect from September through May. The summer "bonus" is a pleasant extra benefit for those employees who can be spared from work, but it does not change the normal work week.

Telephone Encore

The telephone orientation session held on April 25 proved to be of such interest that not all interested people could be accommodated. Consequently, a repeat of the program has been scheduled for Friday, June 6.

The meeting will again be held in E-106 Dietrich Hall from two to four in the afternoon. Those who would like to attend are asked to call Ercelle Ridley at extension 5249 to make a reservation.

Changed Hours for the Personnel Employment Office

Beginning Monday, May 19, the Employment office of Personnel Relations will close on a trial basis at 3:00 p.m. on Mondays and Fridays in order to complete the weekly job postings. Regular hours will be kept on Tuesday, Wednesday, and Thursday.

A recorded message giving general information and office hours will be available at all times on extension 7284.

Orientation Sessions

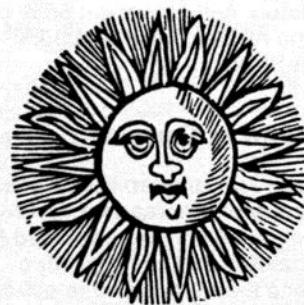
If you are a new employee and did not attend the new employee orientation on April 22, you have another chance. The Personnel Relations department received many favorable comments and constructive suggestions from the capacity audience at the last orientation program.

Plans are now being made to incorporate these suggestions into a June session. It will be held on Tuesday, June 24; the time and place will be announced later. Members of the Personnel Relations staff look forward to seeing many of you then.

Continued from page 1

and inflation. The goals can perhaps best be put as questions: How do we maintain quality in the face of rising costs? How do we maintain an infusion of new blood into the faculty and staff of the University? How do we deal with the problem of erosion of salaries when it becomes increasingly difficult to compete for the best talent with government and business? How do we carry out our affirmative action commitments when our levels of recruitment are low? How do we affirm values when energies are absorbed by the drive to impart information that doubles in quantity every decade?

The Brown Bag Seminars may not have provided many definitive answers; without any doubt, they raised countless important questions.



**Have
a
Happy
Summer!**