

# Almanac

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## Safety in Numbers: Eyes, Ears and Telephones

One student said he was ready to buy a gun. Others nodded approvingly when someone suggested that students armed with baseball bats patrol West Philadelphia.

At a meeting called by Wharton students last Friday to discuss increased crime in the University area, such extremes were emphatically rejected by Philadelphia Police Capt. Paul Callahan of the 18th District and by the University's own public safety director, David Johnston, both of whom pointed out that it is dangerous as well as illegal to carry a concealed weapon.

"We don't want you to carry a weapon," Capt. Callahan told the group of 50 students at Vance Hall. "We want you to hit a telephone and dial 911."

Most of those at the meeting, called in the wake of the fatal attack on Wharton graduate student Douglas Huffman near his West Philadelphia apartment November 24, agreed that strong neighborhood associations and block patrols offer the best response to crime.

"If students will contact us we can put them in touch with the proper people," said Larry Sutton of the Spruce Hill Community Associ-

ation. "We are always trying to get in touch with students because the more eyes and ears we have the better off we all are." A spokesman for the West Philadelphia Corporation said any area resident could call the organization at EV6-5757 to obtain the name of his or her community group.

Mr. Johnston agreed that residents who are alert and responsive can go a long way toward making a neighborhood safer. "Everybody knows what a scream in the night means and everybody knows what 911 means," he said.

For the University's part, Crime Prevention Specialist Ruth Wells said a new director of off-campus living, to be appointed early next semester, will have responsibility for off-campus security and could help students locate and join community associations. She and Mr. Johnston also said that the University would help students "put the squeeze" on the city to improve lighting in the area and on landlords to improve the security of their buildings.

The University's present security program includes a 24-hour escort service, regular bus service to areas adjacent to the campus, 24-hour guards in all the residences except Grad

Towers, (where there is a receptionist on duty 24 hours a day), alarms in many of the women's restrooms on campus, emergency telephones throughout campus, and regular patrols by the University's 50 security police.

As of December 1, the escort service had been used 19,296 times, up from 11,751 for the comparable period last year. University police have also made 154 arrests on campus this year.

Several efforts are under way to bolster the program, including the initiation next semester of a Student Security Corps of about 40 work-study students who will patrol the campus with two-way radios. In addition, a pilot study of how to improve the control of access to University buildings is about to begin.

For the city's part Capt. Callahan said police have increased their patrols in the area and are concentrating on rounding up the so-called "wolf packs." (Three members of such a group that allegedly attacked Mr. Huffman were arrested last week and held without bail.)

Capt. Callahan also noted that while crime is up in the University area, it is also up throughout the city. Similarly Mr. Johnston said that a number of urban universities across the country are now "in a state of siege" because of the crime problem.

The latest round of statistics from Mr. Johnston's office tends to confirm this. As of December 1, there had been 71 armed robberies on campus this calendar year, compared with only 16 at this time last year. On-campus burglaries were up from 248 to 328 for the same period. The value of property lost in on-campus thefts, robberies and burglaries as of December 1 was close to \$375,000, well above last year's figure.

In addition to advising members of the University community not to walk alone at night and to make certain their apartments are properly secured, Mr. Johnston is now recommending that persons avoid the subway. "We've had scores of complaints and incidents and we are recommending at this time that people avoid the subway and use surface transportation," he said. — C. B.

## SENATE

### Nominations for Senate Officers Requested

Pursuant to Section 11(b)(i) and (ii) of the Rules of the Faculty Senate you are invited to suggest candidates for the posts and terms stated below, with supporting letters if desired. Candidates' names should be submitted promptly to the Secretary of the Senate, 15 College Hall/CO, who will transmit replies to the Nominating Committee.

The following posts are to be filled for 1981-82:

*Chair-elect of the Senate* (1 year). *Incumbent:* Phoebe Leboy

*Secretary of the Senate* (1 year). *Incumbent:* Anne Keane

*Secretary-elect of the Senate* (1 year). *Incumbent:* None

*Four At-Large Members of the Senate Executive Committee* (3 years).

*Incumbents:* Paul M. Lloyd, Peter C. Nowell, Irene J. Winter, Julius Wishner

*Two Members of the Senate Committee on Academic Freedom and Responsibility* (3 years).

*Incumbents:* Robert E. Davies, Ralph S. Spritzer

*One Member of the Replacement Pool for Academic Freedom and Responsibility* (3 years).

*Incumbent:* Ervin Miller

*Two Members of the Senate Committee on the Economic Status of the Faculty* (3 years).

*Incumbents:* Erling E. Boe, Clyde W. Summers

—Anne Keane, Secretary

### Senate Nominating Committee Elected

The Senate Executive Committee's slate of nominees for the Senate Nominating Committee was circulated to the Senate membership on November 11, 1980. No additional nominations by petitions have been received within the prescribed time. Therefore, pursuant to the Senate Rules, the Executive Committee's slate is declared elected. Those elected are:

June Axinn (professor of social work)

Richard R. Beeman (associate professor of history)

Erling E. Boe (associate professor of education)

Virginia Kerr (assistant professor of law)

G. Malcolm Laws (professor of English)

Lee D. Peachey (professor of biology)

Gino Segre (professor of physics)—Chair

Bernard Wailes (associate professor of anthropology)

Irving Zeidman (professor of pathology, Med.)

—Paul Bender, Chair

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Insert: FAS Reports on the Lilly Seminars

At Council tomorrow, the only action item is a Steering Committee resolution:

*Whereas* there has been controversy recently about the procedures involved in the selection of the president of the University:

*And whereas* these procedures still have not been codified in the Statutes of the Corporation, as recommended by the University Council in 1970 and 1970:

*And whereas* it seems appropriate that such review now occur so that controversy about these procedures may be reduced in the future:

The University Council hereby creates a special ad hoc committee to undertake a review leading to the codification by the trustees of the procedures involved in the selection of the president of the University. This committee should be comprised of six faculty and four students. It should report its recommendations back to the Steering Committee of Council no later than March 15, 1981. The members of this Committee shall be appointed by the Steering Committee upon recommendation from the appropriate constituency bodies.

A discussion item is the proposed policy on University response to external issues published for comment in *Almanac* September 9. President Martin Meyerson has submitted a draft statement:

### External Issues: University Responsibility

It is axiomatic that a person who becomes a staff or faculty member or student at the University of Pennsylvania does not, by virtue of that association, lose any personal political liberties or freedom of expression. Each member of our community must be as free as anyone else to participate in any legally sanctioned activity including the open expression of diverse views on matters of public importance. Freedom of expression will not be restrained by any official at the University nor will any adverse consequences result from the exercise of that freedom. What is constitutionally protected off the campus must obviously be protected on the campus.

In those instances where someone is identified as a member of the University community, that person should take care to insure that his or her personal

views are not attributed to the University. Those who wish to make known their views on public issues will want to bear in mind that some people may choose to treat their statements as institutional expressions despite the most earnest disclaimers to the contrary. But the choice to make the expression rests nevertheless with the individual involved who cannot be held responsible for unsupported assumptions by the public.

The University as a corporate unit will occasionally take public positions on matters that directly involve or impact upon its educational or research programs. Examples of these include dealings with the state government on issues of appropriations and controls and related matters and similar dealings with the federal government on issues of funding and regulation. It is impossible to make an all-inclusive list of such matters, and the foregoing are only illustrations. They are meant merely as examples of occasions on which institutional positions on public issues are taken. They deal with situations in which the University's internal affairs are directly at stake.

There are several important concerns served by the University's reticence on matters in which our internal affairs are not directly at stake. First, we pride ourselves in the diversity of the opinions expressed by our members; and the expression of a corporate view is likely to have a chilling effect on individual expression with the University. Second, orthodoxy is the enemy of discovery, and discovery is the principle work of a great research university. Third, just as the individual members of our community ought not to presume to speak for the University, so the University ought not presume to speak for its individual members. Fourth, even with the knowledge base in a university, we do not have the means to devote to the extensive fact-finding necessary to take sides intelligently on many issues. Lastly, and least important, we are fragile and have limited resources and thus cannot protect ourselves against frequent and intensive attacks.

Perhaps the most important external obligation for a university is to order its internal affairs in a responsible fashion. For example, we ought constantly to strive to create an employment model as an example for others to imitate; we ought always to seek a community in which all social, sexual and racial groups may participate equally on the basis of merit and free of constraints.

—Martin Meyerson, President

### Provost's Memorandum on Final Exams

*Dr. Benjamin Shen has issued the following rules governing final examinations:*

- 1) No student may be required to take more than two final examinations on any one day during the period in which final examinations are scheduled.
- 2) No instructor may hold a final examination except during the period in which final examinations are scheduled and, when necessary, during the period of postponed examinations. No final examinations may be scheduled during the last week of classes or on reading days.
- 3) Postponed examinations may be held only during the official periods: the first week of the spring and fall semesters. Students must obtain permission from their dean's office to take a postponed exam. Instructors in all courses must be ready to offer a make-up examination to all students who were excused from the final examination.
- 4) No instructor may change the time or date of a final exam without permission from the appropriate dean or the vice provost.
- 5) No instructor may increase the time allowed for a final exam beyond the scheduled two hours without permission from the appropriate dean or the vice provost.
- 6) No classes (covering new material) may be held during the reading period. Review sessions may be held.
- 7) All students must be allowed to see their final examinations. Access to graded finals should be ensured for a period of *one semester* after the exam has been given.

We encourage professors to be as flexible as possible in accommodating students with conflicting exam schedules.

## Death of Dr. Mader In Westchester County Fire

Dr. S. Christopher Mader, Jr., adjunct professor of management at the Wharton School, died in the Westchester County, N.Y., fire that took the lives of 26 business executives on December 4.

Dr. Mader, 37, was a Wharton alumnus, taking his MBA in 1967 and his Ph.D. in 1973. He had been a lecturer, then assistant professor, in management and decision sciences here. He continued as an adjunct faculty member after forming his own firm, The Mader Group, Inc., of Narberth, to present executive education seminars.

A winner of Wharton's Anvil Award for teaching excellence, he was also a popular speaker on "The New Science of Investing." The best known of his six books was the *Dow Jones-Irwin Guide to Real Estate Investing*, 1975.

Dr. Mader is survived by his wife, Susan Johnson Mader, and their two children, who live in Rosemont, and by his parents, Mr. and Mrs. Stanely C. Mader of Deal, N.J.

## Corrections

In last week's front page story on the Paley professorship, the second sentence should have read, "The Paley Professorship, created in memory of Goldie Paley, is funded at \$1 million by the Goldie Paley Foundation. The trustees of the foundation are William S. Paley, Blanche P. Levy and Alex Satinsky."

On page 8, Harvard appears in place of Howard as the career place of 19th-century alumnus Lewis Baxter Moore, and the woman photographed with Leslie Lee was mistakenly identified to us as Kristin Hunter; she is Kristin Lattany, adjunct associate professor of English. We also received misinformation on the former position and survivors of Paul C. Shumaker (page 4). On the same page the last name of Sally Johnson was lost through a typo in the item on jobs for handicapped students. On page 2, *Almanac* confused Bruce Montgomery's years as director of the Glee Club (correctly given as 25) with his total years at the University (31).

Finally, an apology for the gratuitous racial identification of Douglas Huffman's alleged assailants (page 4). The information should have been struck as we condensed our source, and we deeply regret the insensitive oversight.—K.C.G.

*Almanac*

3533 Locust Walk CQ  
Philadelphia, Pa. 19104  
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*The Faculty Senate's request for publication of the University budget in Almanac will be answered in two parts. Part I contains a summary of projected income and expense (pages 4-5) which appeared in the 1980 Financial Report distributed to the Trustees in October. The summary chart is preceded by excerpts from the Financial Report text which describe responsibility center management and explain the terms used in the chart. (The full report is available from the vice president for budget and finance, Dr. Jon C. Strauss.) In a future issue, Part II will present more detailed figures in a format now being developed in consultation with the Senate leadership.*

## The 1980-81 Budget—Part I

### *An Overview of Projected Income and Expense*

Responsibility center management was introduced at Pennsylvania in 1974 to insure that academic and administrative planning were based on proper financial planning. The system distributes responsibility for financial performance to the responsibility centers (schools and other organizational units) in addition to their traditional responsibility for their academic and service missions. This decentralized structure attempts to provide incentives to attain the financial performance that is a necessary condition for good instructional, research, and service performance.

The Pennsylvania system is similar to what Harvard calls the ETOB (Each Tub on its Own Bottom) system, but retains a stronger central focus to facilitate response to institutional priorities and the promotion of good management practices. A number of other institutions have studied the Pennsylvania approach and several are now in the process of introducing similar decentralized organization and budgeting systems on their campuses.

Responsibility center management gives the centers:

1. responsibility for securing the resources necessary to implement academic and administrative plans,
2. financial incentives to present effective and attractive academic and service programs,
3. a basis for internal and external planning and resource commitment,
4. the ability to conserve unrestricted resources not expended in one year for future program development, and
5. authority to match responsibility.

The term "center" is used in stating the objectives and describing the operation of the system, but "responsibility" extends all the way to individual faculty members who are involved in helping to develop the resources necessary to achieve their own personal, professional and disciplinary objectives. This builds on the traditional independence of faculty members and encourages participation by those individuals who are most directly involved in planning and managing the University. At Pennsylvania, collegial governance is more than committee participation. It is that, of course, but it is also individual and collective planning, resource development, and program management.

Responsibility center management provides incentives for the centers, departments, and faculty both to plan balanced budgets and to achieve balanced financial operation. But the emphasis is not (as might be inferred from analogy to the profit center organization of many business corporations) on centers' maximizing financial profits. Rather, primary emphasis remains on maximizing "academic profits", under the constraint of earning the resources necessary to support academic plans and programs. It should be understood that good financial performance is not an end in itself for the University, but rather a necessary basis for good academic performance.

### Organization

There are two kinds of "responsibility centers". Centers such as schools which contribute directly to achieving the teaching, research, and service missions of the University are referred to as *direct centers*. The direct centers include Health Service Centers, Schools, Resource Centers, and Auxiliary Enterprises. The remaining centers provide support services to the direct centers and are referred to as *administrative service centers*. The chart on pages 4 and 5 summarizes the University budget for fiscal year 1981 (academic year 1980-81) on this organizational basis.

The Hospital and Clinical Practices constitute the health service centers, with activities primarily oriented to community service.

The academic mission of the fourteen schools in the University are well established. Their financial objective is to attain the balanced financial operation necessary for good academic performance.

The Resource Centers include the Library, Annenberg Center, Department of Intercollegiate Athletics, Museum, and Provost's Interdisciplinary Center. These centers have been organized as a class to reflect their common general mission of providing resources to the schools and the community. The management objective for these centers is to provide the best services possible with the available funds.

Auxiliary Enterprises include the bookstore, dining service, residences, and parking. These operations are charged with providing good quality services at competitive prices that recover their total costs, including overheads.

Each direct center is responsible for budgeting and operating so that the total expenses of presenting its program do not exceed the total income earned in support of its program. As illustrated in the chart that follows, the total income of a direct center is of three kinds: *direct* (earned by the program), *subvention* (granted from general University income to equalize unit costs and express University priorities), and *bank* (withdrawal of accumulated surpluses from prior years). Total expense is of two kinds: *direct* (compensation and current expenses to present the center program) and *indirect* (share of the net costs of the administrative service centers based on the use, or potential use, of services and space). The chart summarizes center budgets (not shown in detail) that are developed in an income-expense format that details incomes by source (e.g., tuition, gifts, overhead recoveries, grants, sales, etc.) and expenses by type (salaries, benefits, current expense, student aid, etc.).

One of the most important features of the Pennsylvania system is the distribution of general university income, including 20% of all tuition, as subvention to the direct centers. One objective for subvention distribution is to normalize the system for the different costs of instruction and other activity in the different centers. If this normalization is done properly, it is reasonable to expect each center to balance its total expenses, including overhead, to its total income, including subvention,



while still making progress toward its goals of maintaining and improving excellence. The more important (but vastly more difficult) objective for subvention distribution is to encourage and support activities of central relevance to the missions of the University. The Budget Committee advises the president and provost on the normalization object for subvention distribution, and the Educational Planning Committee provides advice on the relevance objective.

Overhead charges are imposed by the University on all restricted accounts to help pay the costs for the administration and the space usage

necessary to support the restricted activity. The proceeds from these overhead charges are returned to the centers as unrestricted income to be used to help defray overhead costs charged to the center.

Another system feature that deserves special mention involves charges for space. In addition to being charged for the utilities, house-keeping and other space-related costs for the space it occupies, a center is charged a small but real rental. The proceeds from this charge, which will total some \$1 million in FY 1981, are pooled to fund high priority deferred maintenance projects across the University.

*continued on page 5, past insert*

# **FY 1981 University Budget by Center** (thousands of dollars)

	Income							Tra
	Direct		Subvention					
	Unrestricted	Restricted	Financial Aid	Space	Program Special <sup>c</sup>	Program Regular	Total	
<b>General University</b> .....	55,906	—	(3,798)	(9,488)	(9,075)	(31,319)	<b>(53,680)</b>	
<b>Health Service Centers:</b>								
H.U.P. ....	1,133	122,169	—	—	—	—	—	
Clinical Practice .....	402	37,058	—	14	—	—	14	
Subtotal .....	1,535	159,227	—	14	—	—	14	
<b>Health Affairs Schools:</b>								
Medicine. ....	16,777	51,368	—	1,121	3,183	250	4,554	
Dental Medicine .....	11,510	4,921	76	508	896	1,712	3,192	
Veterinary Medicine .....	9,872	5,825	—	480	4,846	560	5,886	
Nursing. ....	2,463	1,838	51	46	—	200	297	
S.A.M.P. ....	1,023	343	58	48	—	298	404	
Subtotal .....	41,645	64,295	185	2,203	8,925	3,020	14,333	
Subtotal Health Affairs .....	43,180	223,522	185	2,217	8,925	3,020	14,347	
<b>Other Schools:</b>								
F.A.S. ....	37,578	24,106	2,048	2,174	—	7,220	11,442	
Wharton. ....	17,402	12,033	710	568	—	345	1,623	
S.P.U.P. ....	833	2,670	6	19	—	171	196	
F.E.A.S. ....	7,159	6,189	225	508	—	1,502	2,235	
Education. ....	2,393	1,264	91	84	—	295	470	
Fine Arts. ....	2,803	774	150	245	—	1,350	1,745	
Social Work. ....	1,109	816	63	62	—	293	418	
Annenberg School .....	363	1,803	74	93	—	89	256	
Law. ....	3,698	803	238	308	—	1,300	1,846	
Subtotal .....	73,338	50,458	3,605	4,061	—	12,565	20,231	
Subtotal All Schools .....	114,983	114,753	3,790	6,264	8,925	15,585	34,564	
<b>Resource Centers:</b>								
Provost Interdisciplinary .....	379	3,203	8	—	—	1,655	1,663	
Annenberg Center. ....	544	153	—	—	—	316	316	
D.I.A. ....	688	510	—	—	—	1,928	1,928	
Museum. ....	749	1,620	—	—	150	866	1,016	
Library. ....	1,608	1,109	—	—	—	5,242	5,242	
Resource Indirect Costs .....	—	—	—	1,695	—	5,777	7,472	
Subtotal .....	3,968	6,595	8	1,695	150	15,784	17,637	
<b>Auxiliary Enterprises:</b> .....	25,950	2,214	—	1,515	—	100	1,615	
<b>Administrative Service Centers:</b>								
Student Services. ....	6,652	809	—	—	—	(150)	(150)	
Operations and Maintenance. ....	—	10	—	—	—	—	—	
General Administration. ....	515	833	—	—	—	—	—	
General Expense. ....	295	602	—	—	—	—	—	
Space. ....	—	—	—	—	—	—	—	
Subtotal .....	7,462	2,254	—	—	—	(150)	(150)	
<b>TOTAL</b> .....	<b>\$209,804</b>	<b>285,043</b>	<b>-0-</b>	<b>-0-</b>	<b>-0-</b>	<b>-0-</b>	<b>-0-</b>	

<sup>a</sup> \$1,000,000 for University Fellowship Program, \$250,000 for Provost Reinvestment Fund, \$456,000 Salary Contingency Fund, \$402,000 Special Emergency Fund.  
<sup>b</sup> Includes \$500,000 for Deferred Maintenance and \$490,000 for Handicapped Renovation.

The administrative service centers report to executives who determine necessary service levels and provide services of satisfactory quality within prescribed budgetary constraints. These earn varying amounts of income, e.g., from application fees, penalty charges, etc. The net costs of these service centers are allocated to the direct centers based on their use, or potential use, of the provided overhead services. These overhead costs are budgeted, charged, and reported by the indirect expense categories of Student Services, Operations and Maintenance, General Administration, General Expense, and Space. The chart illustrates how the net costs of the administrative service centers are

charged to the different types of direct centers in FY 1981.

The provost, reporting to the president, serves as the principal officer for the schools and resource centers. The vice presidents (of administration, budget and finance, development, and operational services) report to the president and serve as the officers for the various administrative service centers. The vice president for budget and finance is charged with maintaining the mechanics of the responsibility center management system as well as overseeing the integration of the financial planning and operation of the University with the academic planning.

Function (268)	Total 1,958	Expense						Net (150) <sup>d</sup>
		Direct		Indirect		Total 2,108		
		Unrestricted	Restricted	Non Space	Space			
		2,108 <sup>a</sup>	—	—	—			
—	123,302	—	121,000	1,081	52	122,133	1,169 <sup>e</sup>	
—	37,474	—	37,058	401	15	37,474	-0-	
—	160,776	—	158,058	1,482	67	159,607	1,169	
135	72,834	10,454	51,368	9,780	1,232	72,834	-0-	
32	19,655	10,974	4,921	3,202	558	19,655	-0-	
(237)	21,346	12,082	5,825	2,912	527	21,346	-0-	
101	4,699	2,141	1,838	669	51	4,699	-0-	
95	1,865	1,129	343	340	53	1,865	-0-	
126	120,399	36,780	64,295	16,903	2,421	120,399	-0-	
126	281,175	36,780	222,353	18,385	2,488	280,006	1,169	
(55)	73,071	33,811	24,106	12,765	2,389	73,071	-0-	
146	31,204	13,636	12,033	4,911	624	31,204	-0-	
(11)	3,688	641	2,670	356	21	3,688	-0-	
17	15,600	6,251	6,189	2,602	558	15,600	-0-	
(14)	4,113	2,174	1,264	583	92	4,113	-0-	
(57)	5,265	3,115	774	1,107	269	5,265	-0-	
12	2,355	1,147	816	324	68	2,355	-0-	
12	2,434	76	1,803	452	103	2,434	-0-	
92	6,439	4,221	803	1,076	339	6,439	-0-	
142	144,169	65,072	50,458	24,176	4,463	144,169	-0-	
268	264,568	101,852	114,753	41,079	6,884	264,568	-0-	
—	5,245	2,042	3,203	—	—	5,245	-0-	
—	1,013	860	153	—	—	1,013	-0-	
—	3,126	2,616	510	—	—	3,126	-0-	
—	3,385	1,765	1,620	—	—	3,385	-0-	
—	7,959	6,850	1,109	—	—	7,959	-0-	
—	7,472	—	—	5,610	1,862	7,472	-0-	
—	28,200	14,133	6,595	5,610	1,862	28,200	-0-	
—	29,779	25,281	2,214	429	1,665	29,589	190	
—	7,311	6,502	809	—	—	7,311	-0-	
—	10	22,567	10	(22,647)	—	(70)	80	
—	1,348	10,608	833	(10,193)	—	1,248	100	
—	897	16,085	602	(15,760)	—	927	(30)	
—	—	10,478	—	—	(10,478) <sup>b</sup>	—	-0-	
—	9,566	66,240	2,254	(48,600)	(10,478)	9,416	150	
-0-	494,847	209,614	283,874	-0-	-0-	493,488	1,359	

Program Special Subvention is the Special State Appropriation plus an internal capitation amount of \$235,000 for Medicine, \$296,000 for Dental, and \$74,000 for Veterinary. Subventions exceed Resources by \$150,000.

<sup>e</sup> HUP is planning a \$1,169,000 surplus (as expressed in University Fund Accounting).

# ON CAMPUS

## December 9-20

### Exhibits

**Through December 19** Sculpture by Yarrott Benz and Eiko Fan, and photographs of British Columbia by Daniel Conrad. At the Faculty Club, 200 S. 36th St.

**Through December** Presidential Elections, 1789-1980, at the rotunda of the Law School building.

Manuscripts, letters and books of H. L. Mencken, honoring the Mencken centennial; includes his correspondence with Dreiser, at Van Pelt Library.

**Through January 25** Projects: *Made in Philadelphia 4* and *Photography: Made in Philadelphia 5* at the ICA; work by emerging Philadelphia artists and photographers.

**Through 1981** *A Century of Black Presence at the University of Pennsylvania, 1879-1980*, Van Pelt Library.

**Through August 31, 1981** *The Egyptian Mummy: Secrets and Science*, at the University Museum.

**ICA Gallery Hours** Tuesday 10 a.m.-7:30 p.m., Wednesday-Friday, 10 a.m.-5 p.m., Saturday and Sunday, noon-5 p.m. Closed Monday.

**University Museum Hours** Tuesday-Saturday 10 a.m.-5 p.m., Sunday 1-5 p.m. Closed Monday and holidays.

**Houston Hall Gallery Hours** Monday-Friday, noon-6 p.m., Saturday and Sunday noon-4 p.m.

### Films

#### University Museum

*Mummy 1770 — The Unwrapping and Egypt's Pyramids — Houses of Eternity* are two special films being shown at the University Museum in conjunction with the current exhibition *The Egyptian Mummy: Secrets and Science*.

Films are free, screened at 1:30 p.m. and 2:30 p.m. on Saturdays and at 1:30 p.m. on Sundays.

#### Children's Film Program

**December 13** *The King and I*

**December 20** *It's a Wonderful Life!*

Films are free, screened Saturdays at 10:30 a.m. in Harrison Auditorium of the University Museum.

#### Sunday Film Series

**December 14** *Blaise Pascal*

**December 21** *Swing Time*

Films are free, screened Sundays at 2:30 p.m. in Harrison Auditorium of the University Museum.

#### Penn Union Council

**December 9** PUC Film Alliance sponsors *Seven Brides for Seven Brothers*, 8 and 10 p.m. in the Annenberg Center's Studio Theatre.

**December 12** PUC Movies sponsors *Harold and Maude* at 7:30 and 11:15 p.m. and *Paper Chase* at 9:15 p.m. in Irvine Auditorium.

### Meeting

**December 10** University Council at 4 p.m. in the Council Room of the Furness Building. Members and invited observers.

### Music

**December 14** The Collegium Musicum presents *The Play of Daniel*, a fully-staged production of a 13th century music drama from Beauvais, at 4 p.m. in Church of St. Martin in the Fields, Chestnut Hill. Tickets available at the door or in advance. Information: Ext. 6244.

### Special Events

**A-3 Christmas Party** Annual end-of-the-year holiday party sponsored by the A-3 Assembly, December 10, noon-2 p.m. in Houston Hall's West Lounge. Bring your own lunch, but dessert and beverages will be provided.

**University Museum Tours** December 10: *Ancient Fashions, Fads and Fancies*; December 14: *The Classical World*; December 17: *The Potter's Craft*. Tours begin at 1 p.m. at the Museum's main entrance and last approximately 45 minutes.

**Seminar on Wheels** Women's Studies sponsors a guided tour/bus trip to see *The Dinner Party* at the Brooklyn Museum, December 17, bus leaves at 8:30 a.m. and returns around 6:30 p.m. \$10 round-trip bus fare includes box lunch. Call Ext. 8740 for more information and to make a reservation.

### Sports

**December 9** Women's basketball vs. Ursinus, 3:30 p.m. at Ursinus.

**December 10** Men's swimming vs. Lafayette, 4 p.m. at Gimbel Gym; men's basketball vs. St. Francis, 7 p.m. at the Palestra; women's swimming vs. Lafayette, 4 p.m. at Gimbel Gym.

**December 19** Women's basketball in the Pennsylvania Holiday Invitation vs. Delaware, 9 p.m. at the Palestra; women's swimming vs. Villanova, 7 p.m. at Gimbel Gym.

**December 20** Men's basketball vs. Davidson, 7 p.m. at the Palestra.

**Ticket information:** For home athletic contests, admission is free except for Big Five basketball games. For basketball tickets, call the Athletic Ticket Office at Ext. 6151.

### Talks

**December 9** Leo Steinberg, Benjamin Franklin Professor of History of Art, on *Michelangelo Sexagenarian: Witness to the Last Judgment*, at 8 p.m. in the University Museum Auditorium.

Dr. Milton Hernandez of the Hershey Medical Center on *Cerebral Blood Flow During Neonatal Asphyxia*, 12:30 p.m. at the Physiology Library, 4th floor of the Richards Building.

**December 10** Dr. Ruben Gur, psychology, on *Cognition, Emotion and Patterns of Brain Activity*, 4 p.m. at Room 110, Nursing Education Building.

**December 11** Dr. Warner V. Slack, Harvard Medical School, on *The Patient's Right to Decide*, at 8 p.m. in Dunlop Auditorium B at the Medical Education Building.

### Theatre

**Through December 14** Peter Nichols' *A Day in the Death of Joe Egg*, produced by the Philadelphia Drama Guild at the Annenberg Center's Zellerbach Theatre. Ticket information: Ext. 6791.

**December 17-28** Charles Dickens' *A Christmas Carol*, as produced by the McCarter Theatre Company. There are both matinee and evening performances. For times and ticket prices, call Ext. 6791.

Two performances of *A Christmas Carol* (above) will be signed for the deaf, who can now get ticket information via the new TTY at Ext. 6994. Close-up blocks of seats are reserved for the 10 a.m. show Monday, December 22, and the 2 p.m. matinee Saturday, December 27. Using *American Sign Language*, Susan Leviton and Arlene Long will interpret both the show and audience/actor discussion.



### Holiday Hours

#### The Eatery

*Closes from December 18 through January 9. Re-opens January 12.*

#### Faculty Club

*Closes from December 24 through January 4. Cafeteria opens for lunch January 5; full service resumes January 12.*

#### Houston Hall

*Closes December 19 at 5 p.m. Open 9 a.m.-5 p.m., December 22-23; 9 a.m.-noon, December 24. Closed December 25 through January 4. Open 9 a.m.-5 p.m., January 5-9; regular hours commence January 12: 7:30 a.m.-midnight. Closed weekends throughout vacation period.*

#### Institute of Contemporary Art

*Office and gallery close from December 25 through January 1. Regular hours otherwise: 10 a.m.-5 p.m., Wednesday through Friday; 10 a.m.-7:30 p.m., Tuesday; noon-5 p.m., Saturday and Sunday; closed Mondays.*

#### Levy Tennis Pavilion

*Closes December 24 at 3 p.m.; closes Christmas and New Year's Day. Regular hours otherwise: 7 a.m.-midnight, Monday through Friday; 8 a.m.-11 p.m., Saturday and Sunday.*

#### Morris Arboretum

*Open 9 a.m.-4 p.m. daily; closed Christmas.*

#### Department of Recreation

*All gyms close December 23 at 5 p.m. Hutchinson Gym open January 5-9, noon-7 p.m. Closed January 10 and 11. All facilities re-open January 12.*

#### University Bookstore

*Closes December 24 at 5 p.m. Open 10 a.m.-5 p.m., December 29-31; 9:30 a.m.-5 p.m., January 5-9; 10 a.m.-5 p.m., January 10-11; 9 a.m.-9 p.m., January 12-15; 9 a.m.-5 p.m., January 16; 10 a.m.-5 p.m., January 17; 11 a.m.-4 p.m., January 18; 9 a.m.-9 p.m., January 19-20. Normal hours resume January 21.*

#### University Museum

*Closes Christmas and New Year's Day. Regular hours: 10 a.m.-5 p.m., Tuesday through Saturday; 1 p.m.-5 p.m.*

#### Van Pelt and Lippincott Libraries

*Closes December 19 at 5 p.m. Open 8:45 a.m.-5 p.m., December 22-24; 29-31; January 5-9. Resume regular hours January 12. Rosengarten Reserve closes from December 20 through January 11.*

#### Residences

*Undergraduate University residences will be closed from December 20 at noon until January 8 at 9 a.m. The high-rises will remain open.*

ALMANAC December 9, 1980



# OPPORTUNITIES

Listings are condensed from the personnel bulletin of November 27, and therefore **cannot be considered official**. Some positions may no longer be available. New listings are posted Thursdays on personnel bulletin boards at:

**Anatomy-Chemistry Building:** near Room 358;  
**College Hall:** first floor;  
**Dental School:** first floor;  
**Dietrich Hall:** first floor, outside E-108;  
**Franklin Building:** near Personnel (Room 130);  
**Johnson Pavilion:** first floor, next to directory;  
**Law School:** Room 28, basement;  
**Ledy Labs:** first floor, outside Room 102;  
**Logan Hall:** first floor, near Room 117;  
**LRSB:** first floor, opposite elevator;  
**Richards Building:** first floor, near mailroom;  
**Social Work/Caster Building:** first floor;  
**Rittenhouse Lab:** east staircase, second floor;  
**Towne Building:** mezzanine lobby;  
**Van Pelt Library:** ask for copy at Reference Desk;  
**Veterinary School:** first floor, next to directory.

For further information, call personnel services, 243-7284. The University is an equal opportunity employer. Where qualifications include formal education or training, significant experience in the field may be substituted. The two figures in salary listings show minimum starting salary and maximum starting salary (midpoint). Some positions listed may have strong internal candidates. If you would like to know more about a particular position, please ask at the time of the interview with a personnel counselor or hiring department representative. Openings listed without salaries are those in which salary is yet to be determined.

## Administrative/Professional Staff

**Accountant I** (3583) \$11,400-\$15,800.  
**Archivist, Museum** (3453) \$16,325-\$22,000.  
**Assistant Area Director for Operations and Maintenance** (B0386) \$11,400-\$15,800.  
**Assistant Director** (3582) \$12,375-\$17,425.  
**Assistant Director** (B0754) \$16,325-\$22,600.  
**Assistant Director** (B03055) \$23,600-\$33,250.  
**Assistant Director** (2 positions) \$17,725-\$25,000.  
**Assistant Director, Alumni Relations** \$14,200-\$19,625.  
**Assistant Director, Merchandise** \$14,200-\$19,625.  
**Assistant Director, Annual Giving** (3605) administers the annual giving campaign; supervises annual giving staff; coordinates annual giving campaign with alumni affairs objectives (experience in fund raising, public relations or similar field; direct mail experience preferred; ability to manage and work well with others; good organization and communication skills; degree required) \$16,325-\$22,600.  
**Assistant General Counsel** (3332) \$20,475-\$28,875.  
**Assistant Librarian for Public Services** (3527) \$16,325-\$22,600.  
**Assistant Secretary** (3427).  
**Assistant to Director of Patient Assignment** (3606) maintains patient charts and computer tracking system;

oversees senior clinic sign out; interfaces with outside agencies and physicians; handles complaints (ability to read full-mouth x-rays; experience with operative and restorative dentistry; one to two years' experience; licensed hygienist preferred) \$11,400-\$15,800.

**Associate Development Officer II** (3576) \$17,725-\$25,000.

**Associate Director for Administration** (3394) \$16,325-\$22,600.

**Associate Director, Corporate Placement Services** (3364) \$16,325-\$22,600.

**Benefits Counselor** (2922) \$12,375-\$17,425.

**Business Administrator I** (B0761) \$11,400-\$15,800.

**Business Administrator II** (B0758) \$12,375-\$17,425.

**Business Manager** (B0681) \$16,325-\$22,600.

**Chief Medical Librarian** (3327) \$27,125-\$38,225.

**Coordinator, Curricular Affairs I** \$12,375-\$17,425.

**Coordinator, Off-Campus Living** (3479).

**Data Communications Administrator** (2959) \$16,325-\$22,600.

**Department Library Head I** (B0760) \$14,200-\$19,625.

**Director** (B03206) \$23,600-\$33,250.

**Director, Admissions Data Systems**, (3569) \$16,325-\$22,600.

**Director of Facilities and Engineering** (B0777) supervises general building maintenance and repair; responsible for all construction projects on Arboretum property (degree in engineering; seven years' supervisory responsibility; contract development and negotiation experience) \$17,725-\$25,000.

**General Manager, Penn Student Agencies** (3609) supervises and coordinates the operational and financial activities of the individual agencies; supervises and coordinates the activities of the support staff units; reviews proposals for new ventures and makes recommendations concerning implementation; develops budgets; prepares reports concerning financial and operational activities (appropriate experience required; effective written and verbal communication skills) \$11,400-\$15,800.

**Junior Research Specialist** (4 positions) \$11,400-\$15,800.

**Librarian II** (4 positions) \$14,200-\$19,625.

**Maintenance Engineer** (2 positions) (3598) handles maintenance and repair work for all of New Bolton Center (demonstrated experience with building, plumbing, carpentry, electrical and related trades; valid driver's license) \$11,600-\$14,875.

**Manager** (B03170) \$14,200-\$19,625.

**Manager, Safety Office** (B03196) \$17,725-\$25,000.

**Nurse Practitioner I** (B0748) \$14,200-\$19,625.

**Office Manager, Collections** (3529) \$11,400-\$15,800.

**Production Control Technician** \$14,200-\$19,625.

**Programmer Analyst I** (2 positions) (3592) (B0652) \$14,200-\$19,625.

**Programmer Analyst II** (B0773) solves HDWR/SFTWR interface problems; installs new PAM files and cradles; develops new graphics systems; updates large, high energy physics programs (degree in physics and MS in computer science) \$16,325-\$22,600.

**Research Specialist I** (B0597) \$12,375-\$17,425.

**Senior Research Coordinator** \$16,325-\$22,600.

**Staff Dentist** (3473) \$31,150-\$43,925.

**Veterinary Nurse** (3597) responsible for pre- and post-operative medical treatment of patients; coordinates management of intensive care, medicine, out-patient and emergency cases; assists in evaluation of nursing students (graduate of accredited school for veterinary technology) \$10,700-\$13,125.

**Vice-Dean, Law School** (3434).

## Support Staff

**Abstractor I** (3485) \$7,700-\$9,425.

**Accounting Supervisor** (3586) \$9,400-\$11,675.

**Administrative Assistant I** (3 positions) \$8,775-\$10,850.

**Administrative Assistant II** (B0730) \$9,400-\$11,675.

**Animal Laboratory Technician** (2 positions) \$9,136-\$10,046.

**Apprentice Plumber** (3425) Union wages.

**Assistant to Loss Prevention Specialist** (3590) assists in performing and understanding internal audit; assists in handling individual shoplifting cases; assists in training staff members; aids in visual security; helps coordinate store personnel to aid in security (high school graduate; some college preferred; minimum three years' experience in retail security procedures; knowledge of internal and external pilferage problems; ability to report and document cases to hold up in court) \$7,175-\$9,175.

**Bookkeeper** (3563) \$8,250-\$10,150.

**Bookstore Clerk I** (2 positions) \$6,725-\$8,175.

**Clerk I** (2 positions) (3578) \$6,325-\$7,625.

**Clerk II** (2 positions) (3462) (3357) \$7,200-\$8,750.

**Coordinator Assistant II** (B03197) \$10,700-\$13,450.

**Coordinator of Visitor Services** \$8,775-\$10,850.

**Duplicating Machine Operator I** (3 positions) \$6,325-\$7,625.

**Electrician** (2 positions) Union wages.

**Electronic Technician I** (B0399) \$9,600-\$11,700.

**Electron Microscope Technician I** \$9,600-\$11,700.

**Foreman, Farm Unit** (B0518) \$6,900-\$8,825.

**Groom** (3593) responsible for daily maintenance of assigned works; stables for large animal patients, diet program, and assistance with treatment of patients (experience in handling and care of large animals; ability to move about actively and lift considerable weight; ability to perform without supervision and work a 48-hour week) \$6,300-\$8,050.

**Limited Service Clerk** (3470) \$7,700-\$9,425.

**Limited Service Secretary** (3523) Hourly wages.

**Medical/Dental Receptionist** (3531) \$7,700-\$9,425.

**Operator II, Office Automation** \$8,250-\$10,150.

**Operator, MTSC** (3481) types varied material, which may be highly technical utilizing MT/SC equipment for the mass production of varied publications; performs minor adjustments and other related duties (high school graduate; ability to type 60 wpm; three years' experience as a typesetter; ability to operate in a high pressure deadline situation; team-oriented disposition) \$8,775-\$10,850.

**Pipefitter** (3 positions) Union wages.

**Receptionist** (3 positions) \$6,725-\$8,175.

**Research Bibliographer I** (3 positions) (3603) (3526) (3559) \$8,775-\$10,850.

**Research Laboratory Technician II** (2 positions) (B0772) performs enzyme assays of brain metabolites; microsurgery (mouse); general laboratory upkeep (biology or chemistry degree; interest in brain research); (B0774) performs routine drug metabolism assays; handles and treats laboratory animals; prepares tissue preparations (science degree; experience with scientific equipment and biochemical assays; general knowledge of biochemistry, physiology and pharmacology) \$9,600-\$11,700.

**Research Laboratory Technician III** (15 positions) \$10,700-\$13,125.

**Secretary I** \$7,200-\$8,750.

**Secretary II** (6 positions) \$7,700-\$9,425.

**Secretary III** (16 positions) \$8,775-\$10,850.

**Secretary IV** (B03114) maintains calendars; coordinates daily activities; screens incoming correspondence; composes replies or redirects; schedules appointments/general meetings; arranges location and menu; prepares agenda; types minutes; may be responsible for explanation and interpretation of policies and procedures (high school graduate; degree desirable; three to six years' experience; initiative; mature judgment; organizational ability; knowledge of some University procedures; sensitivity to confidential material) \$9,400-\$11,675.

**Secretary, Medical/Technical** (6 positions) \$8,775-\$10,850.

**Secretary, Technical/Word Processing** (4 positions) \$8,775-\$10,150.

**Secretary/Receptionist, Medical/Academic** (3566) \$9,400-\$11,675.

**Senior Admissions Assistant** (3581) \$9,400-\$11,675.

**Steam Operator** (2 positions) (3575)(3323) Union wages.

**Stockkeeper II** (B0763) \$7,700-\$9,425.

**Supervisor, Accounts Payable** \$9,400-\$11,675.

**Supervisor, Herdsman** (3422) \$10,025-\$12,850.

**Supervisor, Mechanical Systems** \$13,450-\$16,650.

**Truck Driver** (3346) Union wages.

## Part-time Positions

### Administrative/Professional

**Continuing Education Person** (3525) Hourly wages.

**Nurse** (2 positions) Hourly wages.

**Outreach Coordinator** (B0690) \$11,400-\$15,800.

**Physician** (2 positions).

### Support Staff

**Extra Person** (4 positions) Hourly wages.

**Junior Accountant** (B0741) Hourly wages.

**Laboratory Assistant** (B0766) Hourly wages.

**Manuscript Typist** (B0767) Hourly wages.

**Office Help** (3464) Hourly wages.

**Programmer** (3524) Hourly wages.

**Secretary** (6 positions) Hourly wages.

## Almanac Schedule

After the December 16 issue, *Almanac* will suspend publication for the break, publishing only if emergencies arise. Weekly publication resumes with the January 13 issue, for which the deadline is January 6. Contributors are urged to plan ahead and consult with the editor if they expect to publish notices or reports in the upcoming issues.

As we resume weekly publication in January, we plan to include a master calendar for the remainder of the academic year listing academic timetables, regular meetings, seminars, lectures, exhibits, films, sports events and all the other happenings we regularly list in the ON CAMPUS calendar. Please send all pertinent information along with any appropriate photographs or illustrations by MONDAY, JANUARY 5, 1981 to *Almanac*, 3533 Locust Walk/CQ.



Sir John and Lady Thouron, who started it all. In 1960, the American philanthropist Esther duPont Thouron and her British husband felt their countries were growing apart; they chose Penn as the American base for an educational-cultural exchange that would draw them closer.



On October 25, marking the 20th anniversary of the program (above) Sir John received an album of Thouron fellows' letters from U.S. Fellow Mary Ellen Sweeney Taylor. She also announced that a plaque on Houston Hall Plaza will honor the Thourons.

Thouron fellows have their own Old School Tie, its symbol a graphic T, but British Fellow Jane Whitehouse turned tie fabric into a skirt. Right, she displays it for Marge Meyerson, the Thourons' son, John, and Mr. Meyerson.

At far right: The Edinburgh exchange celebrated its fifth anniversary this summer at Van Pelt Library. Humphrey Tonkin, left, coordinates international programs and James B. Yarnall administers the two United Kingdom exchanges.



## International Passport to The Educated World

*I was talking with a trustee who had just flown from London; and we said of course that the world is getting smaller and smaller. But I could not help remarking that in the university world we are now more isolated than we were originally, when it all began at Paris and Bologna, Oxford and Cambridge. That curious language in our diplomas, "the rights and privileges that pertain thereto," once referred to real rights and privileges that transcended national boundaries. With such a passport the scholar was welcome throughout the educated world . . .*

The speaker was President Martin Meyerson, the occasion an October 25 tribute to Sir John and Lady Thouron and the Thouron family for their part in the internationalization of Penn. The Thourons are the couple who, 20 years ago, set up between Pennsylvania and the United Kingdom's universities the largest privately funded student exchange program of its kind in the world.

Now 372 baccalaureate alumni of Pennsylvania and of various British universities have done advanced work in each other's countries, and afterward spread around the globe to pursue their careers. In fact, Mr. Meyerson unknowingly echoed what one alumnus had just said to his dinner companions: "The network is not just the Thouron fellows themselves, nor even your classmates abroad; it's all the people they know throughout the world; so you can go to Africa, Brazil, or anywhere, and there will be people who will receive you in a very special way."

The Thouron program achieves such ends by a combination of its selection processes (candidates must not only be of exceptional ability, but have a wide variety of interests and talents, and must be prepared to travel as well as study) and the generosity of the Thouron family with time and friendship as well as funds. It is a labor of love, too, for Trustees Chairman Paul F. Miller, who chairs it.

Early in the 'seventies, as Penn set out to choose its new directions, the Thouron idea of internationalizing the outlook of our students took hold in other forms. In the United Kingdom alone there are now exchanges with the University of Edinburgh, St. Anthony's College of Oxford, and the London School of Business. In France, one can study at Paris IV (the Sorbonne), Paris II and soon at Paris VI, at the Institut Supérieur des Affaires, at the University of Technology at Compiègne, or in Columbia's Reid Hall Program in Paris. There are three programs in Italy; arrangements with NYU's Madrid program in Spain; and graduate managerial study in the Netherlands. Students can choose between two programs in Japan, and through CGS can take languages in Taiwan.

On its latest list of international opportunities the University has at least 40 programs in more than 25 countries. Some are faculty-only and/or are limited to specific fields, to be sure, but they are there and growing. The Penn-Israel link is with all seven Israeli universities. China had barely reopened its doors to the West when Wharton and Engineering began to organize exchanges there. And there is work afoot in Nigeria for an exchange with the University of Ibadan which will climax the Year of the Black Centenary. Coordination of the many and growing exchanges is the task of the International Programs Office, which is now preparing an inventory of international linkages in research, teaching and consulting. Faculty may contribute by writing to Dr. Tonkin at Bennett Hall.