

Almanac

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Acting Posts for Dr. Clelland, Dr. Heeger

Two key vacancies in College Hall were filled over the week-end when Dr. Richard C. Clelland of the Wharton School was named acting associate provost, and Dr. Alan J. Heeger of LRSM was made acting vice provost for research.

With their appointments—and Dr. Louis A. Girifalco's selection earlier as acting provost—the central administration was at full strength within a week of Dr. Sheldon Hackney's taking office as president.

"They are just the people we needed—experienced leaders and scholars so dedicated to the institution," Dr. Girifalco said. Added Dr. Hackney: "Their saying 'yes' to these posts will make a tremendous difference in the University's momentum."

Dr. Clelland, associate dean of the Wharton School since 1975, joined Pennsylvania as a research investigator in 1953 and took his Ph.D. here in 1956. He became professor and chairman of statistics and operations research in 1966, leaving the chairmanship to serve as acting dean of Wharton in 1971-72. His extensive publications include major articles on planning and decision-making as well as studies in ecology and health. He has also served on the College and Engineering faculties.

Dr. Heeger has been director of the Laboratory for Research in the Structure of Matter since 1974. He joined Penn in 1962 as assistant professor of physics and rose to full professor by 1967, making pioneering contributions



Richard Clelland

Alan Heeger

to the study of highly conducting organic solids. A winner of Sloan Foundation and Guggenheim fellowships, he has served also as a visiting professor at Geneva and as Morris Loeb Visiting Lecturer at Harvard. He was a National Academy exchange scholar to Russia in 1977, and in 1978 lectured in Japan under the auspices of the Yamada Science Foundation.

Council: Consultation Report

A draft on Consultation Procedures for Appointment and Reappointment of Deans and University-wide Administrators is the substantive item on the University Council's agenda for January 11, 4 p.m. in the Council Room at Furness Building.

Provost Search Committee

By the middle of his first week in office (see page 2) President Sheldon Hackney had appointed the consultative committee to advise on selection of a new provost. To the five members nominated by the Senate Executive Committee he added five faculty members and two students, and named Dr. Kravis chairman:

Irving B. Kravis, Chairman; University Professor of economics

Jacob M. Abel, associate professor and chairman of mechanical engineering

Dr. Peter A. Cassileth, professor of hematology-oncology

Helen C. Davies, associate professor of microbiology (Medicine)

Irwin Friend, Edward J. Hopkinson Professor of finance and economics

Henry B. Hansmann, assistant professor of law

Robert F. Lucid, professor and chairman of English

George Rochberg, Annenberg Professor of humanities and composer in residence

Rosemary A. Stevens professor and chairman of history and sociology of science

Samuel Sylvester, associate professor of social work

Undergraduate Student: *Diana L. Bucolo*, (FAS'83).

Graduate Student: *Larry Masuoka*, (Dental'83).

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Mihailo Markovic: Jobless in Belgrade, Without Passport

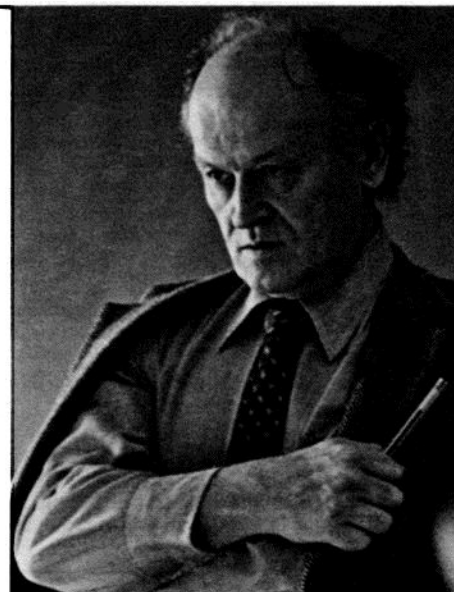
At Penn, Dr. Mihailo Markovic has been invited to teach for the sixth time as visiting professor in the fall of 1981, and recommended for a three-year appointment as adjunct professor.

But in Belgrade last month, for unspecified "activities abroad"—which may have been nothing more than reestablishing the banned Yugoslav scholarly journal *Praxis* (as *Praxis International*, with Richard Bernstein of Haverford)—he was subjected to a police search and deprived of his passport.

All seven of the Praxis Group of philosophers and sociologists suspended by the University of Belgrade in 1975 (*Almanac* November 11, 1980) were fired December 8 under a new law passed for the purpose. But only Dr. Markovic, a recurring visitor to Penn since 1972, was denied his mobility.

To support the seven Praxis professors, and to continue international protests against the post-Tito government's suppression of critical scholarship, a local Committee of Support has been created with Dr. Charles Kahn, professor of philosophy here, as chairman. In the Penn contingent of a three-campus Committee of Support for Mihailo Markovic and the Praxis Group are Alvin Z. Rubinstein (co-chairman), Paul Bender, Helen C. Davies, Robert E. Davies, Abraham Edel, William M. Evan, Elizabeth Flower, Henry Hiz, and Amos Vogel. Princeton members are Richard C. Tucker (co-chairman) and Richard Rorty. From Haverford, in addition to Richard Bernstein, come Mark Gould and Lucius Outlaw. The local committee is part of a network in U.S. and European cities, actively writing letters and raising funds for the seven families.

"Our most immediate concern is the passport," Dr. Kahn said. "Mihailo Markovic must be free to travel and accept lectureships. Then there is our material concern for seven families now without income. For the long term, the gravest concern is to restore academic freedom to colleagues in Yugoslavia. This will be a long struggle, but we are told that the most effective thing is to continue writing letters to the Rector and to the Presidency of Serbia, with copies to the ambassador in Washington." Dr. Kahn has addresses, and can be reached at 305 Logan Hall. Phones: Ext. 7423 or 8563; home number (215) GR 2-3969.



Dianne Felton

FROM THE PRESIDENT

This is the first of what will be regular reports from me to the University community. After only a week in College Hall, even though it was a busy and eventful week, it will not surprise you to learn that I am not prepared to announce solutions to all our problems.

Nevertheless, several things happened during the week that give me encouragement. On my first day in office, the leadership of the University responded in a marvelous way to the sudden need to appoint a new chief academic officer. Ben Shen acted with great dignity and consideration when he found it necessary for health reasons to leave the provostship; Lou Girifalco faced up to his new responsibilities with characteristic selflessness and courage; the deans, the University Committee on Consultation, and individuals throughout the University have rallied behind Lou. As a result, I believe we came through with continuity and in good shape. I am delighted that I will have the benefit of Ben Shen's help and advice from his new office in my suite, and I am confident that Lou Girifalco and I can work together very productively on the budget and the several academic matters that need to be resolved before the term is over. Lou and I have already begun our work together; at week's end the vacancies in the Provost's Office were filled with Richard Clelland as acting associate provost and Alan Heeger as acting vice provost for research.

On my third day in office, again because of the help and cooperation of many individual faculty members who took the time to advise me, and because of the unhesitating willingness to serve the University of a group of our busiest faculty members, I was able to complete the Provost Search Committee. By the time this issue of *Almanac* appears, I will have met with Professor Irving Kravis and his Committee to give them their charge for their critically important task.

I have also met with the University Committee on Consultation regarding the other positions of senior officers that must be filled, and have begun searches for Treasurer and for Vice President for Operational Services. I hope to have those searches completed before the spring is out. The search for a Dean of the School of Engineering and Applied Sciences is going very well and is now entering its final stages. All of this leaves me confident that our University will not suffer from the absence of good leadership.

Among other matters to which I have turned my attention in the first week, I have assumed the responsibility of affirmative action executive officer for the University. Davida Hopkins Ramey will continue as the principal staff person in that area. I have also attended a meeting of the University Budget Committee, met with the Council of Deans twice, conducted my first meeting of the senior officers of the central administration, conferred at length about Commonwealth relations with my counterparts at the other three research universities in Pennsylvania, and gotten to know my office staff.

It has been a busy week. I am planning various additional ways in the future to get to know faculty, students and staff and to learn more about our richly textured University. Even though we have a few of the same sort of problems facing higher education in general, I remain convinced that our future is even greater than our past—and that is saying a great deal. I came here because I expected that it would be fun to be part of this great university. It is. I am delighting in the daily discovery of hidden treasures here in this curiously self-effacing university. Together, we can and will meet and overcome the challenges.

—Sheldon Hackney

1981-82 Academic Calendar

1981 — Fall Term

September 3	Thursday	Move-in for new undergraduate students begins
September 4	Friday	Registration for undergraduate transfer students
September 7	Monday	Freshman Convocation and Opening Exercises
September 8-9	Tuesday-Wednesday	New student registration for schools participating
September 9	Wednesday	Fall term classes begin for undergraduate schools and graduate schools
November 16	Monday	Pre-registration for spring term begins
November 25	Wednesday	Thanksgiving recess begins at close of business
November 30	Monday	Thanksgiving recess ends at 8:00 a.m.
December 11	Friday	Fall term classes end
December 14	Monday	Reading day
December 15-23	Tuesday-Wednesday	Final examinations
December 23	Wednesday	Fall term ends

1982 — Spring Term

January 7-8	Thursday-Friday	Registration for undergraduate transfer students
January 11	Monday	Spring term classes begin and new student registration
January 12	Tuesday	Final day for registration
January 16	Saturday	Founder's Day
March 13	Saturday	Spring recess begins at close of classes
March 22	Monday	Spring recess ends at 8:00 a.m.
March 29	Monday	Pre-registration for fall term and summer sessions
April 23	Friday	Spring term classes end
April 26-28	Monday-Wednesday	Reading days
April 29 - May 7	Thursday-Friday	Final examinations
May 15	Saturday	Alumni Day
May 17	Monday	Commencement

1982 — Summer Sessions

May 18	Tuesday	First session classes begin
June 25	Friday	First session classes end
June 28	Monday	Second session classes begin
August 6	Friday	Second session classes end

CBS Fellowships

The Office of Graduate Studies announces University-wide fellowship competition for the CBS Foundation Fellowships for graduate professional study and/or research for students with potential to become intellectual leaders in the fields generally related to the technical, creative, or managerial functions of the CBS Corporation: Communications & Computer Science, Marketing, Music Composition, Communications Media Management, Corporate Finance & Accounting, Creative Writing, Theater Arts, Public Policy Issues in Communications, Regulatory Law in Communications Fields. Preference is given to terminal dissertation-year or to beginning graduate and professional students. The fellowships provide a stipend not to exceed \$5000 for the academic year and all necessary tuition and fees. An applicant must submit to his/her academic dean or graduate group chairperson a statement of career interest and goals, appropriate transcripts, GRE scores, three letters of recommendation, and a letter of nomination from a faculty sponsor. Deadline for receipt of applications is March 2, 1981.

Details of the Penfield Scholarships for dissertation research abroad, and Fontaine Fellowships for full-time Ph.D. study are also available from graduate group chairpersons. Their deadlines are March 13.

Grants to Italy

The Center for Italian Studies announces a program of grants for research, study and travel in Italy at Italian universities with the cooperation of the Ministry of Education of the Republic of Italy and L'Aquila University.

Grants give limited support to faculty members and graduate students during the academic year of 1981-82. Preliminary applications, consisting of a detailed description of a proposed project, must be received no later than March 10, 1981.

Inquiries to: Dr. Werner L. Gundersheimer, director of the Center for Italian Studies, 535 Williams Hall/CU, Ext. 8279.

HERS Summer Institute

Bryn Mawr College and HERS-Mid Atlantic announce the sixth Summer Institute for women in Higher Education Administration.

The University of Pennsylvania may recommend up to four women administrators and faculty to participate in this residential month-long program on academic governance, budgeting, and training in management skills and administrative use of the computer.

Interested candidates may submit application forms, available at the HERS office, 3601 Locust Walk, to President Hackney, 100 College Hall/CO by March 13, 1981.

They may also attend a question-and-answer session February 17, at noon (see *On Campus*).

Almanac

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ALMANAC February 10, 1981

In this self-contained twelve-page report, the Vice President for Budget and Finance presents detailed figures on the budget for 1980-81, with a surrounding text on the budget's make-up and goals. Note that a guide to interpretation of the figures on pages 4 through 13 appears in the final passages of the text, page 14.

The 1980-81 Budget — Part II

by Jon C. Strauss

Part I of this article* abstracted a report on Responsibility Center Management, including the University Budget by Center, which introduces the Financial Report† for fiscal year 1980. This Part presents the framework for University budget policy, summarizes the principal features of the budget, and describes the guidelines that were employed in developing the budget for the current fiscal year (FY 1981). Finally, a more detailed view of the FY 1981 budget is presented which shows the elements of income and expense for each school, center, and administrative service category. This view was developed in collaboration with the Senate leadership in an attempt to illustrate the important features of the individual school and center budgets without becoming mired in details. An even more detailed presentation that categorizes the income and expense items presented here by purpose (instruction, organized activity, sponsored research) is available through the Senate Office or the Office of the Vice President for Budget and Finance.

It should be understood that the budget data presented here were developed for the Trustees last June. The actual budget is a dynamic document that changes to reflect the latest information on incomes and expense commitments. While the actual budget will differ in detail from that presented here, the principal features and guidelines remain the same.

University Budget Policy

As part of a year-long effort to define the work of the Trustees Budget and Finance Committee, an attempt was made to codify the fundamental precepts of University budget policy. These precepts are presented here to provide a framework for understanding and evaluating the budget:

1. Over time, the operating budget of the University will be balanced.
2. Within the constraint of balanced financial operations, the University will be managed to promote academic excellence while maintaining a reasonable balance between the obligation to properly compensate its faculty and staff and the goal to limit the burden of costs to students and their families.
3. All direct services for support of students, faculty, and staff such as the residence halls, dining, faculty club, parking, and bookstore will be managed to cover the full costs of operation, including University overhead costs, from direct charges.
4. No capital project will be initiated until the full costs, both initial and operating, have been assessed and funds, both capital and operating, have been identified to cover the full cost of the project.
5. No new program will be initiated until the full costs, including University overheads, of the proposed program have been assessed and an affirmative decision has been made that the general benefits of the program warrant the investment of the general University resources necessary to fund that portion of the full costs of the program not funded by gifts, grants, or direct program revenues. Reviews of existing programs will be conducted periodically against the same criteria.
6. As an affirmative action, equal opportunity employer, the University will fulfill its obligations to its students, faculty, staff, alumni, and society in general.

Principal Features and Guidelines for the FY 1981 Budget†

Principal features of this budget and the underlying policies and guidelines include:

1. The unrestricted budget demonstrates realistic balance after appropriate provision for contingency reserves. (These contingencies are sufficient for most

normal business risks, but do not, for example, protect against the increases in utility unit prices in excess of 65 percent that were experienced in FY 1980.)

2. The established practice of reserving the proceeds from Federal Roll-forward is continued. These proceeds have been employed since FY 1975 to reduce, and ultimately in FY 1980 to eliminate, the accumulated deficit. (For FY 1981, some \$1 million of the expected \$1.4 million are targeted as seed funding for the Research Foundation.)

3. The established plan to budget and operate the Residences so as to amortize their planned deficit by FY 1985 is continued. (This deficit peaked at \$2.3 million in FY 1977 and has been reduced to \$1.6 million. Extraordinary utility cost increases slowed the repayment of the deficit in FY 1980, but significant progress is anticipated in FY 1981.)

4. The established plan to amortize the incremental costs of the Program for the Eighties from the proceeds is continued in the budget for FY 1981 and through the cash flow period of the Campaign; i.e., through FY 1985. (Through FY 1980, the last year of the Campaign, a total of \$6,754,000 in incremental costs had been deferred. Repayment is on schedule; \$3,700,000 had been repaid by June 30, 1980, and the remainder will be repaid by the close of FY 1985.)

5. The existing practice of budgeting annual repayment of overdrafted restricted accounts of \$200,000, old plant advances at \$300,000, and the Moore School deficit at \$100,000 continues in FY 1981 and for the seven remaining years now estimated to be necessary to completely amortize these deficits. (Care is being taken to assure that new deficits of this type are not being incurred.)

6. While the restricted budget cannot be portrayed as a definite one-year plan with the same accuracy as for the unrestricted, it is the case that the individual restricted fund budgets are carefully analyzed and properly controlled to assure that the expenditures do not exceed the available income. Moreover, the current plan to gradually phase the payment of full costs of the overhead services supporting the restricted projects from the restricted funds themselves will be continued. (Projects supported by federal research sponsors and by endowment income pay full overhead costs. In FY 1981, projects supported by term gifts pay some 60 percent of their average overhead costs, up from 40 percent in FY 1980.)

7. A particularly interesting feature of the budget is the continued provision of substantial funds from operations for deferred maintenance. In addition to being charged for the costs of utilities, maintenance, and housekeeping for the space they occupy, all centers are charged a real rental — 9 percent of a fair market rental value for FY 1981. The proceeds from this rental charge total \$990,000 in FY 1981; \$500,000 are budgeted for deferred maintenance and \$490,000 to complete the funding for the transition plan for renovations for the handicapped.

8. A Capital Budget Program is now in place. This program includes the identification of a sequence of specific stages for a capital project and the requirement that an administrative group, the Capital Council, approve the transition of each project through these stages against well defined criteria. In addition, the Trustees Budget and Finance Committee must review and recommend each project involving more than \$250,000 for approval by the Trustees prior to initiating construction. The capital projects currently identified by each school are summarized in the Trustees Budget†. A particularly important feature of the Capital Budget Program is the identification of some funding from operations (\$500,000 per year since FY 1979) to serve as seed money for capital purposes.

9. At this juncture, the largest single remaining threat to the integrity of the operating budget for FY 1981 is the cost of utilities. The average unit price from PECO for steam increased by 66 percent and that for electricity increased by 31 percent in FY 1980 over FY 1979. It now appears that the corresponding increases for FY 1981 over FY 1980 will be 28 percent and 36 percent. The budget provides for only a 25 percent increase in overall cost of utilities which should still be sufficient assuming success at conservation.

(Text continued on page 14, past tables.)

* Almanac December 9, 1980.

† Copies of the FY 1980 Financial Report and the Trustees Budget are available from the Office of the Vice President for Budget and Finance.

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

GENERAL UNIVERSITY

HEALTH SERVICE CENTERS

Hospital of the University						Group Practices			
Income (From):	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Direct									
Tuition									
Undergraduate	10,490		10,490						
Graduate and Professional	9,152		9,152						
Total Tuition	19,642		19,642						
Tuition From Special Programs									
Special Fees									
Investment Income	1,727		1,727		1,640	1,640		22	22
Gifts Income—Private	2,352		2,352	825	825			28	28
Grants and Contracts Income	19,846		19,846						
Indirect Cost Recoveries	2,696		2,696						
Sales and Services	35		35		119,704	119,704		36,793	36,793
Miscellaneous Income	9,608		9,608	1,133		1,133	402	215	617
Total Direct Income	55,906		55,906	1,133	122,169	123,302	402	37,058	37,460
General University Subvention									
Program Special ^a	(9,075)		(9,075)						
Program Regular	(31,319)		(31,319)						
Space	(9,488)		(9,488)				14		14
Financial Aid	(3,798)		(3,798)						
University Bank	(268)		(268)						
Total Income	1,958		1,958	1,133	122,169	123,302	416	37,058	37,474
Expenses (For):									
Direct									
Compensation									
Academic	557		557					17,426	17,426
Administrative								1,485	1,485
Clerical								2,946	2,946
Service					53,921	53,921		590	590
Limited Service ^b									
Stipends (TA/RA)									
Total Salaries and Wages	557		557		53,921	53,921		22,447	22,447
Employee Benefits	149		149		10,676	10,676		5,518	5,518
Total Compensation	706		706		64,597	64,597		27,965	27,965
Current Expenses:									
Utilities					6,885	6,885			
Uncontrollables	402		402		3,917	3,917			
Other					45,410	45,410		8,893	8,893
Equipment					191	191		200	200
Total Current Expense	402		402		56,403	56,403		9,093	9,093
Student Aid:									
Undergraduate									
Graduate and Professional	1,000		1,000						
Total Student Aid	1,000		1,000						
Total Direct Expense	2,108		2,108		121,000	121,000		37,058	37,058
Indirect Cost Charges (Guaranteed):									
Student Services									
Operations and Maintenance:									
Utilities — Direct				29		29			
Indirect				27		27	10		10
Non-Utilities — Direct				19		19			
Indirect				69		69	26		26
General Administration				799		799	303		303
General Expense				138		138	62		62
Space Allocation:									
Direct				12		12			
Indirect				40		40	15		15
Building Use Credit									
Total Indirect Costs				1,133		1,133	416		416
Total Expense	2,108		2,108	1,133	121,000	122,133	416	37,058	37,474
Performance ^c	(150)	—0—	(150)	—0—	1,169	1,169	—0—	—0—	—0—

a-Special State Subvention plus capitations. b-Typically, part-time (less than 1000 hours/year). c-In Part 1 summary table, the column headed "Net".

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

HEALTH AFFAIRS SCHOOLS

Subtotal Health Service Centers			Medicine			Dental			Veterinary		
Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
			169		169	276		276	22		22
			4,983		4,983	5,571		5,571	2,505		2,505
			5,152		5,152	5,847		5,847	2,527		2,527
			220		220	114		114	45		45
	1,662	1,662	816	3,452	4,268	82	57	139	65	200	265
	853	853	375	3,690	4,065	200	143	343	150	630	780
			358	41,205	41,563	473	3,893	4,366	191	3,679	3,870
			9,856		9,856	1,000		1,000	1,262		1,262
	156,497	156,497		2,211	2,211	3,488	329	3,817	4,334	1,191	5,525
1,535	215	1,750		810	810	306	499	805	1,298	125	1,423
1,535	159,227	160,762	16,777	51,368	68,145	11,510	4,921	16,431	9,872	5,825	15,697
			3,183		3,183	896		896	4,846		4,846
			250		250	1,712		1,712	560		560
14		14	1,121		1,121	508		508	480		480
						76		76			
			135		135	32		32	(237)		(237)
1,549	159,227	160,776	21,466	51,368	72,834	14,734	4,921	19,655	15,521	5,825	21,346
	17,426	17,426	4,687	13,560	18,247	2,931	1,607	4,538	3,400	620	4,020
	1,485	1,485	1,555	4,643	6,198	1,014	1,042	2,056	1,223	434	1,657
	2,946	2,946	762	3,926	4,688	969	502	1,471	1,857	690	2,547
	54,511	54,511	152	1,077	1,229	20	34	54	153	258	411
			23		23	983		983	52		52
			22		22	16		16	12		12
	76,368	76,368	7,201	23,206	30,407	5,933	3,185	9,118	6,697	2,002	8,699
	16,194	16,194	1,829	5,983	7,812	1,327	788	2,115	1,740	528	2,268
	92,562	92,562	9,030	29,189	38,219	7,260	3,973	11,233	8,437	2,530	10,967
	6,885	6,885									
	3,917	3,917									
	54,303	54,303	1,247	15,282	16,529	3,352	387	3,739	3,290	2,590	5,880
	391	391	93	5,037	5,130	44	321	365	270	507	777
	65,496	65,496	1,340	20,319	21,659	3,396	708	4,104	3,560	3,097	6,657
			45	419	464	16	120	136	6	80	86
			39	1,441	1,480	302	120	422	79	118	197
			84	1,860	1,944	318	240	558	85	198	283
	158,058	158,058	10,454	51,368	61,822	10,974	4,921	15,895	12,082	5,825	17,907
29		29	2,132		2,132	648		648	611		611
37		37	114		114	57		57	42		42
19		19	1,495		1,495	793		793	444		444
95		95	263		263	116		116	91		91
1,102		1,102	2,242		2,242	605		605	636		636
200		200	3,534		3,534	983		983	1,088		1,088
12		12	1,444		1,444	520		520	514		514
55		55	167		167	81		81	61		61
			(379)		(379)	(43)		(43)	(48)		(48)
1,549		1,549	11,012		11,012	3,760		3,760	3,439		3,439
1,549	158,058	159,607	21,466	51,368	72,834	14,734	4,921	19,655	15,521	5,825	21,346
-0-	1,169	1,169	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

HEALTH AFFAIRS SCHOOLS

	Nursing			SAMP			Subtotal Health Affairs Schools		
Income (From):	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Direct									
Tuition									
Undergraduate	983		983	999		999	2,449		2,449
Graduate and Professional	1,384		1,384				14,443		14,443
Total Tuition	2,367		2,367	999		999	16,892		16,892
Tuition From Special Programs									
Special Fees	22		22	10		10	411		411
Investment Income	12	77	89	14	2	16	989	3,786	4,775
Gifts Income—Private	8	15	23				733	4,480	5,213
Grants and Contracts Income		1,568	1,568		330	330	1,022	50,675	51,697
Indirect Cost Recoveries	54		54				12,172		12,172
Sales and Services		15	15				7,822	3,746	11,568
Miscellaneous Income		163	163		11	11	1,604	1,608	3,212
Total Direct Income	2,463	1,838	4,301	1,023	343	1,366	41,645	64,295	105,940
General University Subvention:									
Program Special							8,925		8,925
Program Regular	200		200	298		298	3,020		3,020
Space	46		46	48		48	2,203		2,203
Financial Aid	51		51	58		58	185		185
University Bank	101		101	95		95	126		126
Total Income	2,861	1,838	4,699	1,522	343	1,865	56,104	64,295	120,399
Expenses (For):									
Direct									
Compensation									
Academic	1,017	331	1,348	399	4	403	12,434	16,122	28,556
Administrative	115	105	220	113		113	4,020	6,224	10,244
Clerical	96	72	168	60	12	72	3,744	5,202	8,946
Service		13	13	1	3	4	326	1,385	1,711
Limited Service	94		94	91		91	1,243		1,243
Stipends (TA/RA)	46		46	5		5	101		101
Total Salaries and Wages	1,368	521	1,889	669	19	688	21,868	28,933	50,801
Employee Benefits	341	134	475	155	5	160	5,392	7,438	12,830
Total Compensation	1,709	655	2,364	824	24	848	27,260	36,371	63,631
Current Expenses:									
Utilities									
Uncontrollables									
Other	193	212	405	115	23	138	8,197	18,494	26,691
Equipment	20	16	36	6	13	19	433	5,894	6,327
Total Current Expense	213	228	441	121	36	157	8,630	24,388	33,018
Student Aid:									
Undergraduate	217	506	723	184	283	467	468	1,408	1,876
Graduate and Professional	2	449	451				422	2,128	2,550
Total Student Aid	219	955	1,174	184	283	467	890	3,536	4,426
Total Direct Expense	2,141	1,838	3,979	1,129	343	1,472	36,780	64,295	101,075
Indirect Cost Charges (Guaranteed):									
Student Services									
Operations and Maintenance:									
Utilities — Direct	56		56	52		52	3,499		3,499
Indirect	22		22	14		14	249		249
Non-Utilities — Direct	61		61	58		58	2,851		2,851
Indirect	41		41	27		27	538		538
General Administration	138		138	69		69	3,690		3,690
General Expense	351		351	120		120	6,076		6,076
Space Allocation:									
Direct	35		35	33		33	2,546		2,546
Indirect	30		30	20		20	359		359
Building Use Credit	(14)		(14)				(484)		(484)
Total Indirect Costs	720		720	393		393	19,324		19,324
Total Expense	2,861	1,838	4,699	1,522	343	1,865	56,104	64,295	120,399
Performance	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

OTHER SCHOOLS

F.A.S.			Wharton			S.P.U.P.			Engineering		
Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
27,618		27,618	7,361		7,361	29		29	2,808		2,808
4,651		4,651	7,549		7,549	220		220	1,899		1,899
32,269		32,269	14,910		14,910	249		249	4,707		4,707
428		428	72		72	50		50	10		10
160		160	116		116				10		10
517	1,911	2,428	227	626	853		336	336	359	318	677
60	1,761	1,821	450	1,227	1,677		383	383	135	1,507	1,642
	19,085	19,085		5,604	5,604		1,856	1,856		4,324	4,324
4,115		4,115	1,394		1,394	529		529	1,851		1,851
29	401	430	233	2,703	2,936	5		5	87		87
	948	948		1,873	1,873		95	95		40	40
37,578	24,106	61,684	17,402	12,033	29,435	833	2,670	3,503	7,159	6,189	13,348
7,220		7,220	345		345	171		171	1,502		1,502
2,174		2,174	568		568	19		19	508		508
2,048		2,048	710		710	6		6	225		225
(55)		(55)	146		146	(11)		(11)	17		17
48,965	24,106	73,071	19,171	12,033	31,204	1,018	2,670	3,688	9,411	6,189	15,600
14,396	4,751	19,147	4,887	2,142	7,029	138	851	989	2,324	2,229	4,553
1,578	1,080	2,658	847	1,062	1,909	208	175	383	449	344	793
1,577	1,374	2,951	730	730	1,460	53	237	290	471	300	771
104	288	392	95	339	434		35	35	24	19	43
443		433	115		115	8		8	77		77
1,852		1,852	451		451				210		210
19,950	7,493	27,443	7,125	4,273	11,398	407	1,298	1,705	3,555	2,892	6,447
5,160	1,984	7,144	1,837	1,091	2,928	94	340	434	913	753	1,666
25,110	9,477	34,587	8,962	5,364	14,326	501	1,638	2,139	4,468	3,645	8,113
1,703	4,282	5,985	2,082	4,219	6,301	90	958	1,048	756	1,246	2,002
28	2,177	2,205	116	119	235	35	11	46	268	525	793
1,731	6,459	8,190	2,198	4,338	6,536	125	969	1,094	1,024	1,771	2,795
6,758	6,533	13,291	1,670	1,603	3,273	8	4	12	719	610	1,329
212	1,637	1,849	806	728	1,534	7	59	66	40	163	203
6,970	8,170	15,140	2,476	2,331	4,807	15	63	78	759	773	1,532
33,811	24,106	57,917	13,636	12,033	25,669	641	2,670	3,311	6,251	6,189	12,440
2,831		2,831	603		603	28		28	583		583
399		399	181		181	5		5	55		55
2,197		2,197	693		693	56		56	496		496
766		766	345		345	11		11	112		112
2,379		2,379	1,000		1,000	83		83	507		507
4,193		4,193	2,089		2,089	173		173	849		849
1,958		1,958	423		423	29		29	529		529
567		567	257		257	7		7	80		80
(136)		(136)	(56)		(56)	(13)		(13)	(51)		(51)
15,154		15,154	5,535		5,535	377		377	3,160		3,160
48,965	24,106	73,071	19,171	12,033	31,204	1,018	2,670	3,688	9,411	6,189	15,600
-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

OTHER SCHOOLS

	Education			Fine Arts			Social Work		
Income (From):	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Direct									
Tuition									
Undergraduate	417		417	680		680	40		40
Graduate and Professional	1,660		1,660	2,000		2,000	994		994
Total Tuition	2,077		2,077	2,680		2,680	1,034		1,034
Tuition From Special Programs	48		48						
Special Fees	11		11	15		15	10		10
Investment Income	27	17	44	26	78	104	9	23	32
Gifts Income—Private	80		80	40	235	275	19	62	81
Grants and Contracts Income		691	691		447	447		654	654
Indirect Cost Recoveries	145		145	42		42		37	37
Sales and Services	5		5		6	6		77	77
Miscellaneous Income		556	556		8	8			
Total Direct Income	2,393	1,264	3,657	2,803	774	3,577	1,109	816	1,925
General University Subvention									
Program Special									
Program Regular	295		295	1,350		1,350	293		293
Space	84		84	245		245	62		62
Financial Aid	91		91	150		150	63		63
University Bank	(14)		(14)	(57)		(57)	12		12
Total Income	2,849	1,264	4,113	4,491	774	5,265	1,539	816	2,355
Expenses (For):									
Direct									
Compensation									
Academic	798	214	1,012	967	86	1,053	436	380	816
Administrative	112	150	262	166	7	173	163	48	211
Clerical	192	58	250	162	7	169	65	32	97
Service		27	27		50	50		26	26
Limited Service	213		213	507		507			
Stipends (TA/RA)	81		81	63		63	14		14
Total Salaries and Wages	1,396	449	1,845	1,865	150	2,015	678	486	1,164
Employee Benefits	329	111	440	395	41	436	171	208	379
Total Compensation	1,725	560	2,285	2,260	191	2,451	849	694	1,543
Current Expenses:									
Utilities									
Uncontrollables									
Other	164	446	610	332	211	543	56	7	63
Equipment	6	5	11	15	5	20	1		1
Total Current Expense	170	451	621	347	216	563	57	7	64
Student Aid:									
Undergraduate	102	122	224	178	188	366	11	15	26
Graduate and Professional	177	131	308	330	179	509	230	100	330
Total Student Aid	279	253	532	508	367	875	241	115	356
Total Direct Expense	2,174	1,264	3,438	3,115	774	3,889	1,147	816	1,963
Indirect Cost Charges (Guaranteed):									
Student Services									
Operations and Maintenance:									
Utilities — Direct	67		67	278		278	37		37
Indirect	25		25	29		29	11		11
Non-Utilities — Direct	100		100	333		333	81		81
Indirect	47		47	55		55	22		22
General Administration	137		137	164		164	71		71
General Expense	207		207	248		248	102		102
Space Allocation:									
Direct	59		59	231		231	54		54
Indirect	35		35	41		41	16		16
Building Use Credit	(2)		(2)	(3)		(3)	(2)		(2)
Total Indirect Costs	675		675	1,376		1,376	392		392
Total Expense	2,849	1,264	4,113	4,491	774	5,265	1,539	816	2,355
Performance	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

**RESOURCE
CENTERS**

Annenberg School			Law			Subtotal Other Schools			Provost's Interdisciplinary		
Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	368	368	3		3	38,956	368	39,324	114		114
	272	272	3,172		3,172	22,145	272	22,417			
	640	640	3,175		3,175	61,101	640	61,741	114		114
						608		608			
			95		95	417		417	28		28
			63	379	442	1,228	3,688	4,916	56	403	459
			300	165	465	1,084	5,340	6,424		538	538
	157	157		73	73		32,891	32,891		1,664	1,664
81		81	65		65	8,259		8,259	181		181
				154	154	359	3,341	3,700		377	377
282	1,006	1,288		32	32	282	4,558	4,840		221	221
363	1,803	2,166	3,698	803	4,501	73,338	50,458	123,796	379	3,203	3,582
89		89	1,300		1,300	12,565		12,565	1,655		1,655
93		93	308		308	4,061		4,061			
74		74	238		238	3,605		3,605	8		8
12		12	92		92	142		142			
631	1,803	2,434	5,636	803	6,439	93,711	50,458	144,169	2,042	3,203	5,245
	528	528	1,149	110	1,259	25,095	11,291	36,386	613	564	1,177
38	112	150	649	33	682	4,210	3,011	7,221	163	468	631
	95	95	417	45	462	3,667	2,878	6,545	64	377	441
	57	57	7	62	69	230	903	1,133	18	64	82
13		13	131		131	1,507		1,507	13		13
						2,671		2,671			
51	792	843	2,353	250	2,603	37,380	18,083	55,463	871	1,473	2,344
9	167	176	568	66	634	9,476	4,761	14,237	220	371	591
60	959	1,019	2,921	316	3,237	46,856	22,844	69,700	1,091	1,844	2,935
16	372	388	539	309	848	5,597	12,050	17,647	921	819	1,740
	30	30	1	26	27	611	2,898	3,509		387	387
16	402	418	540	335	875	6,208	14,948	21,156	921	1,206	2,127
	237	237	1		1	9,447	9,312	18,759	30	39	69
	205	205	759	152	911	2,561	3,354	5,915		114	114
	442	442	760	152	912	12,008	12,666	24,674	30	153	183
76	1,803	1,879	4,221	803	5,024	65,072	50,458	115,530	2,042	3,203	5,245
100		100	247		247	4,774		4,774			
9		9	35		35	749		749			
113		113	254		254	4,323		4,323			
17		17	67		67	1,442		1,442			
80		80	181		181	4,602		4,602			
133		133	292		292	8,286		8,286			
94		94	290		290	3,665		3,665			
12		12	50		50	1,065		1,065			
(3)		(3)	(1)		(1)	(267)		(267)			
555		555	1,415		1,415	28,639		28,639	-0-	-0-	-0-
631	1,803	2,434	5,636	803	6,439	93,711	50,458	144,169	2,042	3,203	5,245
-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

RESOURCE CENTERS

	Annenberg Center			D.I.A.			Museum		
Income (From):	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Direct									
Tuition									
Undergraduate									
Graduate and Professional									
Total Tuition									
Tuition From Special Programs									
Special Fees				170		170			
Investment Income				6	35	41	93	329	422
Gifts Income—Private	60	101	161		220	220		658	658
Grants and Contracts Income		52	52					386	386
Indirect Cost Recoveries	13		13	31		31	142		142
Sales and Services	471		471	481	235	716	315	98	413
Miscellaneous Income					20	20	199	149	348
Total Direct Income	544	153	697	688	510	1,198	749	1,620	2,369
General University Subvention:									
Program Special							150		150
Program Regular	316		316	1,928		1,928	866		866
Space									
Financial Aid									
University Bank									
Total Income	860	153	1,013	2,616	510	3,126	1,765	1,620	3,385
Expenses (For):									
Direct									
Compensation									
Academic							13	104	117
Administrative	182		182	886	29	915	380	83	463
Clerical	29		29	154	10	164	233	28	261
Service	102		102	82	2	84	382	44	426
Limited Service				24		24	56		56
Stipends (TA/RA)									
Total Salaries and Wages	313		313	1,146	41	1,187	1,064	259	1,323
Employee Benefits	74		74	245	10	255	263	65	328
Total Compensation	384		384	1,391	51	1,442	1,327	324	1,651
Current Expenses:									
Utilities									
Uncontrollables									
Other	467	153	620	1,185	431	1,616	429	1,252	1,681
Equipment	9		9	40	28	68	9	44	53
Total Current Expense	476	153	629	1,225	459	1,684	438	1,296	1,734
Student Aid:									
Undergraduate									
Graduate and Professional									
Total Student Aid									
Total Direct Expense	860	153	1,013	2,616	510	3,126	1,765	1,620	3,385
Indirect Cost Charges (Guaranteed):									
Student Services									
Operations and Maintenance:									
Utilities — Direct									
Indirect									
Non-Utilities — Direct									
Indirect									
General Administration									
General Expense									
Space Allocation:									
Direct									
Indirect									
Building Use Credit									
Total Indirect Costs	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Total Expense	860	153	1,013	2,616	510	3,126	1,765	1,620	3,385
Performance	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

									AUXILIARY ENTERPRISES		
Library			Indirect Cost Charges			Subtotal Resource Centers					
Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
						114		114			
						114		114			
						198		198			
47	477	524				202	1,244	1,446	265		265
	343	343				60	1,860	1,920			
							2,102	2,102			
1,561		1,561				1,928		1,928			
	149	149				1,267	859	2,126	25,685	1,582	27,267
	140	140				199	530	729		632	632
1,608	1,109	2,717				3,968	6,595	10,563	25,950	2,214	28,164
						150		150			
5,242		5,242	5,777		5,777	15,784		15,784	100		100
			1,695		1,695	1,695		1,695	1,515		1,515
						8		8			
6,850	1,109	7,959	7,472		7,472	21,605	6,595	28,200	27,565	2,214	29,779
	3	3				626	671	1,297			
1,715	19	1,734				3,326	599	3,925	1,051	66	1,117
1,939		1,939				2,419	415	2,834	1,000	62	1,062
	10	10				584	120	704	3,348	311	3,659
298		298				391		391	666		666
3,952	32	3,984				7,346	1,805	9,151	6,065	439	6,504
928	8	936				1,730	454	2,184	1,539	122	1,661
4,880	40	4,920				9,076	2,259	11,335	7,604	561	8,165
									4,074		4,074
									3,965		3,965
1,970	856	2,826				4,969	3,511	8,480	9,638	1,470	11,108
	213	213				58	672	730		183	183
1,970	1,069	3,039				5,027	4,183	9,210	17,677	1,653	19,330
						30	39	69			
							114	114			
						30	153	183			
6,850	1,109	7,959				14,133	6,595	20,728	25,281	2,214	27,495
			2,117		2,117	2,117		2,117	50		50
			22		22	22		22	7		7
			1,650		1,650	1,650		1,650	125		125
			54		54	54		54	17		17
			594		594	594		594	205		205
			1,173		1,173	1,173		1,173	25		25
			1,869		1,869	1,869		1,869	1,655		1,655
			33		33	33		33	10		10
			(40)		(40)	(40)		(40)			
-0-	-0-	-0-	7,472		7,472	7,472		7,472	2,094		2,094
6,850	1,109	7,959	7,472		7,472	21,605	6,595	28,200	27,375	2,214	29,589
-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	190	-0-	190

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

ADMINISTRATIVE SERVICE CENTERS

	General Administration			General Expense			Operations and Maintenance		
Income (From):	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Direct									
Tuition									
Undergraduate									
Graduate and Professional									
Total Tuition									
Tuition From Special Programs									
Special Fees	108		108						
Investment Income		40	40		102	102			
Gifts Income—Private		349	349					10	10
Grants and Contracts Income		327	327		11	11			
Indirect Cost Recoveries	407		407	153		153			
Sales and Services				46	112	158			
Miscellaneous Income		117	117	96	377	473			
Total Direct Income	515	833	1,348	295	602	897		10	10
General University Subvention:									
Program Special									
Program Regular									
Space									
Financial Aid									
University Bank									
Total Income	515	833	1,348	295	602	897		10	10
Expenses (For):									
Direct									
Compensation									
Academic	91	88	179	19	52	71			
Administrative	5,358	42	5,400	1,830	31	1,861	929		929
Clerical	1,735	39	1,774	870	18	888	455		455
Service	124	71	195	270		270	6,219		6,219
Limited Service	102		102	79		79	42		42
Stipends (TA/RA)									
Total Salaries and Wages	7,410	240	7,650	3,068	101	3,169	7,645		7,645
Employee Benefits	1,628	69	1,697	704	25	729	2,141		2,141
Total Compensation	9,038	309	9,347	3,772	126	3,898	9,786		9,786
Current Expenses:									
Utilities							10,401		10,401
Uncontrollables				7,849		7,849			
Other	1,570	513	2,083	4,464	454	4,918	2,380	10	2,390
Equipment		11	11		22	22			
Total Current Expense	1,570	524	2,094	12,313	476	12,789	12,781	10	12,791
Student Aid:									
Undergraduate									
Graduate and Professional									
Total Student Aid									
Total Direct Expense	10,608	833	11,441	16,085	602	16,687	22,567	10	22,577
Indirect Cost Charges (Guaranteed):									
Student Services									
Operations and Maintenance:									
Utilities — Direct							(10,479)		(10,469)
Indirect							(1,064)		(1,064)
Non-Utilities — Direct							(8,968)		(8,968)
Indirect							(2,146)		(2,146)
General Administration	(10,193)		(10,193)						
General Expense				(15,760)		(15,760)			
Space Allocation:									
Direct									
Indirect									
Building Use Credit									
Total Indirect Costs	(10,193)		(10,193)	(15,760)		(15,760)	(22,647)		(22,647)
Total Expense	415	833	1,248	325	602	927	(80)	10	(70)
Performance	100	-0-	100	(30)	-0-	(30)	80	-0-	80

FY 1981 UNIVERSITY BUDGET BY CLASSES OF CENTERS
(000 Omitted)

Student Services			Space			Subtotal Administrative Service Centers			TOTAL UNIVERSITY		
Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
									52,009	368	52,377
									45,740	272	46,012
									97,749	640	98,389
									608		608
6,457		6,457				6,565		6,525	7,591		7,591
							142	142	4,411	10,522	14,933
	125	125					359	359	4,229	12,892	17,121
195		195					463	463	20,868	86,131	106,999
	580	580				755		755	25,810		25,810
	104	104				46	692	738	35,214	166,717	201,931
6,652	809	7,461				96	598	694	13,324	8,141	21,465
						7,462	2,254	9,716	209,804	285,043	494,847
(150)		(150)				(150)		(150)			
6,502	809	7,311				7,312	2,254	9,566	209,804	285,043	494,847
86		86				196	140	336	38,908	45,650	84,558
2,034	57	2,091				10,151	130	10,281	22,758	11,515	34,273
896	34	930				3,956	91	4,047	14,786	11,594	26,380
43	130	173				6,656	201	6,857	11,144	57,431	68,575
591		591				814		814	4,621		4,621
									2,772		2,772
3,650	221	3,871				21,773	562	22,335	94,989	126,190	221,179
748	59	807				5,221	153	5,374	23,507	29,122	52,629
4,398	280	4,678				26,994	715	27,709	118,496	155,312	273,808
						10,401		10,401	14,475	6,885	21,360
						7,849		7,849	12,216	3,917	16,133
2,104	449	2,553	10,478		10,478	20,996	1,426	22,422	49,397	91,254	140,651
	80	80					113	113	1,102	10,151	11,253
2,104	529	2,633	10,478		10,478	39,246	1,539	40,785	77,190	112,207	189,397
									9,945	10,759	20,704
									3,983	5,596	9,579
									13,928	16,355	30,283
6,502	809	7,311	10,478		10,478	66,240	2,254	68,494	209,614	283,874	493,488
						(10,469)		(10,469)			
						(1,064)		(1,064)			
						(8,968)		(8,968)			
						(2,146)		(2,146)			
						(10,193)		(10,193)			
						(15,760)		(15,760)			
			(9,747)		(9,747)	(9,747)		(9,747)			
			(1,522)		(1,522)	(1,522)		(1,522)			
			791		791	791		791			
			(10,478)	-0-	(10,478)	(59,078)		(59,078)			
6,502	809	7,311	-0-	-0-	-0-	7,162	2,254	9,416	209,614	283,874	493,488
-0-	-0-	-0-	-0-	-0-	-0-	150	-0-	150	190	1,169	1,359

10. Responsibility center management has encouraged deans and directors to develop resources for later use. It appears however, that the deans have employed certain restricted accounts rather than the Intercenter Bank to save resources until they are needed. This would be fine except that it involves the conversion of scarce unrestricted resources, that could in theory be used for the highest priority purposes of the University, to be spent as restricted. Both management and accounting problems result. This issue received extensive study during FY 1980 and a solution has been implemented. 182 accounts with some \$11.5 million in annual activity have been reclassified as unrestricted. This approach will improve management flexibility and should lead to better financial, and ultimately better academic, performance. (For ease of comparison to prior years, the budgets presented here do not reflect this accounting change.)

11. In addition to the budget policy presented previously and the more detailed features reviewed in the preceding ten points, the operating budgets for FY 1981 were prepared against the following guidelines. (It should be understood however, that the budget is not simply a mechanical projection from prior years. Rather, each dean and director is asked to prepare a budget that encompasses the highest priority issues for that school or center while still meeting necessary commitments and satisfying University budget policy. The University budget then is the composite of these individual budget plans.)

(a) Activities justified originally by the availability of restricted funds should not be transferred to the unrestricted budget if the restricted funds decline without an explicit affirmative decision to do so.

(b) Without harming, and hopefully enhancing, quality, undergraduate enrollment is increased by 100 new, principally transfer, students and graduate and professional enrollment is maintained at current levels.

(c) Tuition and fees are increased by 13.85 percent for undergraduate, 13.62 percent for graduate, and a minimum of 12.70 percent for professional students. (Veterinary tuition and fees remain at the FY 1979 level of \$6,600.)

(d) Budgeted gift support is projected from FY 1979 and FY 1980 experience.

(e) Endowment income is budgeted at FY 1979 actual yield of \$12.40 gross (\$9.37 net) per AIF share which represents 6.7 percent of the three year average of the unit market value on June 30th (1977, 1978, and 1979). (Under a new Spending Rule management philosophy, yield income in excess of this 6.7 percent budgeted payout rate will be reinvested in principle. This additional income is projected to be some \$3.00 per AIF share in FY 1981.)

(f) Indirect Cost Recovery income from the federal government is budgeted at a projection based on research awards and submitted proposals with appropriate allowance for the new FY 1981 overhead rate of 65 percent up from the 55 percent rate of FY 1980.

(g) Sales and services income has been budgeted to reflect rate increases necessary to cover increases in costs and certain planned increases in service volume in the dental clinics and the animal hospitals. Residence rates have been increased an average of 13.5 percent and dining contract prices have been increased by 13.9 percent.

(h) Appropriations from the Commonwealth of Pennsylvania are budgeted at the amount recommended by the Governor as follows:

COMMONWEALTH APPROPRIATION (1,000\$)

	FY 1980 Actual	FY 1981 Budget	Percentage Increase
General Instruction	7,287	7,578	4.0
Student Aid	3,798	3,798	0
Subtotal University	11,085	11,376	2.6
Veterinary	4,502	4,772	6.0
Medicine	2,926	2,948	.8
Dental Clinics	600	600	0
Subtotal Health Schools	8,028	8,320	3.6
Museum	150	150	0
TOTAL	19,263	19,846	3.0

(Subsequent to the preparation of this budget, Veterinary received an additional appropriation of \$700,000 to help subsidize operations at New Bolton Center. This additional amount changed the percentage increase for Veterinary to 21.5 percent, for the Health Schools to 12.4 percent, and for a TOTAL to 6.7 percent.)

(i) Federal capitation funding for health professional instruction is budgeted as follows:

FEDERAL CAPITATION (1,000\$)

	FY 1980 Actual	FY 1981 Budget	Percentage Change
School			
Medicine	715	358	(50)
Veterinary	253	191	(25)
Dental	696	473	(32)
Subtotal	1,664	1,022	(39)
Nursing*	558	558	0
TOTAL	2,222	1,580	(29)

* Nurse Traineeship Funding

Federal capitation has been one of the most uncertain items in the budget. (The final awards for FY 1981 are: Medicine—\$415,590, Veterinary—\$191,513, Dental—\$410,475, and Nursing—\$557,775.) Meanwhile, the schools have been encouraged to prepare full contingency plans against the probable loss of this income within the next two years. The situation in Nursing is more complicated as here the monies go directly to students and it is not known how withdrawal of funding will affect enrollments.

(j) Funding was budgeted to increase the salaries and wages of continuing faculty and staff for FY 1981 by an average of 9%. In addition, funds were budgeted centrally for the faculty promotions in rank. (With this funding and the normal turnover in the administrative, professional, and clerical staff with subsequent promotions from within, the resultant increase in the average salaries and wages of continuing personnel is some 10% for the current year.)

(k) The employee benefits plans for FY 1981 remain the same as in FY 1980 except for payment of TIAA/CREF contributions on the full compensation for faculty who elect to contribute similarly. Previously, the TIAA/CREF contributions for faculty had been made only on the academic base (9 month) salary and certain formal administrative stipends.

(l) Provision has been made in the current expense budgets to cover inflationary increases in the costs of necessary goods and services. Accommodations for planned changes in the scale or scope of individual programs are also reflected.

(m) Explicit provision has been made in the budget for possible increases in the cost of interest (mainly for internal borrowing) and insurance.

The above listed features of the budget emphasize the finances of the University. Finances are important; in fact, a necessary, but not sufficient, condition for the continued operation of the University is that the expenses of the University are met from income over time. However, finances are not the *raison d'être* for the University, nor are they a satisfactory single measure of performance of the University. Consequently, the budget and those who develop it must be continually challenged to demonstrate that the budget provides a satisfactory, if not optimal, financial plan for achieving the objectives of the University in its instruction, research, and service missions.

Explanation of Tables

The tables on the ten pages just past present the operating budget for the University from the perspective of the schools and centers. A great deal of back-up data is available on the physical basis for these dollar budgets. These back-up data which include numbers of faculty, staff, students, programs, courses, enrollments, research projects, etc. can be made available on request from the Office of the Vice President for Budget and Finance.

The unrestricted portion of the operating budget presented here is based on the approved outline budgets developed during the spring of 1980. The restricted portion is based on a projection from the actual result of FY 1979. The budget resulting from the aggregate of the detailed account budgets varies in detail from that presented here, but the main characteristics are in substantial agreement and are in full compliance with the policies and guidelines now in place.

The outline income-expense budget for the University summarized by classes of centers on pp. 4 through 13 illustrates the flow of funds between the various centers. The subvention resources are developed in the *columns* headed General University (p.4) and then distributed to other centers in the *rows* labeled General University Subvention. The gross overhead expenses with some offsetting incomes are developed in the *columns* headed Administrative Service Centers and the resultant net overhead costs are spread to the other centers in the *rows* labeled Indirect Cost Charges.

The *columns* headed General University illustrate the sources for the subvention funds which are awarded by the Provost to the various schools and centers. The expenses listed for the General University are the \$250,000 Provost Reinvestment Funds, \$1,000,000 to fund the University Fellowship Program, \$456,000 to fund academic promotions, and \$402,000 to help fund the transition to the 65 percent indirect cost rate. Most of these funds have since been committed to people and programs in the various schools and centers; a snapshot of today's actual budget would show these expenses (and covering incomes) in the schools and centers.

The *columns* headed Health Services Centers summarize the budget for the Group Practices and HUP. The *columns* headed Health Affairs Schools present the budgets for Medicine, Dental Medicine, Veterinary, Medicine, Nursing, and SAMP. The *columns* headed Other Schools present the budgets for FAS, Wharton, SPUP, Engineering, Education, Fine Arts, Social Work, Annenberg, and Law.

The *columns* headed Resource Centers present the budgets for Indisciplinary Center, Annenberg Center, Division of Intercollegiate Athletics (DIA), Museum, and Library. The subtotal *columns* for the Resource Centers show the full overhead costs and covering subvention. The budgets of the individual Resource Centers however, show only the direct income and direct expense budgets. The Auxiliary Enterprises include Residences, Dining, Bookstore, and Parking, but their individual budgets are not detailed here.

The *columns* headed Administrative Service Centers present the budgets for the major categories of indirect costs. The final *columns* under TOTAL UNIVERSITY (p.13) summarize the budget of the University.

ON CAMPUS

February 10-22

Children's Activities

Films

February 14 *The Prince and the Pauper* (William Keighley, 1937)
February 21 *Lorna Doone* (Phil Karlson, 1951)

Films are free, screened Saturdays at 10:30 a.m. in Harrison Auditorium of the University Museum. Recommended for children aged five and older.

Exhibits

Through February 13 *Hidden Talents*, a multi-media collection of works by students, faculty and staff of the University, at the Houston Hall Gallery.

Through February 20 *Jean Hamburg Paintings and Sidney Shore Sculpture*, at the Faculty Club.

Through February 26 *1981 Recent Gifts to the University*, GSFA presents contemporary sculpture and prints donated to Penn, at the ICA gallery.

Through March 6 *Goya, Los Caprichos and Los Proverbios*, etchings by the Spanish artist Francisco Goya, loaned by the Arthur Ross Foundation, at the Lessing J. Rosenwald Gallery, 6th floor, Van Pelt Library.

Through June 30 *African Sculpture from the Collections*, more than twenty masks and statues from sub-Saharan Africa at the Sharpe Gallery of the University Museum.

Through August 31 *The Egyptian Mummy: Secrets and Science*, the exhibit conveys Egyptian ideas about life after death and health and disease patterns at the University Museum.

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

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.

Rosenwald Gallery Hours Monday-Friday 9 a.m.-5 p.m., Saturday 10 a.m.-4 p.m.

University Museum Gallery Tours

February 11 *The Classical World*

February 18 *Mesopotamia*

February 22 *The Tang Dynasty of China*

All tours begin inside University Museum's main entrance at 1 p.m. and last 45 minutes, \$1 donation requested.

Faculty Club

February 13 Italian Night

For more information about events at and membership in the Faculty Club, contact Gladys Kolodner, Ext. 3416.

Films

Exploratory Cinema

February 11 *Letter to Jane* (Jean-Luc Godard and Jean-Pierre Gorin, 1972, France); *The Train Rolls On* (Chris Marker, 1974, France)

February 18 *Primate* (Frederick Wiseman, 1974, USA)

All screenings are held at Annenberg Center's Studio Theatre on Wednesdays at 7 and 9:30 p.m. Admission; \$2 for students with I.D. and \$3 for others.

International Cinema

February 11 *Poto and Cabengo*, 7:30 and 9:30 p.m.

February 12 *How Yukong Moved the Mountains* Program 5, 7:30 p.m.; *Poto and Cabengo*, 9:30 p.m.

February 13 *How Yukong Moved the Mountains* Program 5, 4 p.m.; *The Trials of Alger Hiss*, 7:30 p.m.

February 18 *Tout Va Bien* with visiting critic Bill Van Wert, 7:30 p.m.

February 19 *My Brilliant Career*, 7:30 and 9:30 p.m.

February 20 *My Brilliant Career*, 4 and 9:30 p.m.; *Patriot Game*, 7:30 p.m.

All screenings are held at Hopkinson Hall, International House. Admission: \$2, \$1 for the Friday matinees, for more information call 387-5125, Ext. 222.

ALMANAC February 10, 1981

PUC Film Alliance

February 13 *Hair*, 8 and 10:30 p.m.

February 14 *A Little Romance*, 8 and 10:15 p.m.

February 20 *Catch-22*, 8 and 10:30 p.m.

February 21 *The Shining*, 9 p.m.; *Casablanca*, midnight.

All screenings are held at Irvine Auditorium on Friday and Saturdays. Admission \$1.25, midnight shows \$1.

Sunday Film Series

February 15 *Sons of Haji Omar* (Balicki, USA); *Brick-makers* (1972, Colombia)

February 22 *The Marriage of Maria Braun* (Werner Fassbinder, 1978, Germany) English subtitles

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

University Museum

Through August 31 *Mummy 1770, The Unwrapping and Egypt's Pyramids, Houses of Eternity*, shown in conjunction with the current exhibition *The Egyptian Mummy: Secrets and Science*.

Films are free, screened on Saturdays at 1:30 and 2:30 p.m. and on Sundays at 1:30 p.m. in Harrison Auditorium of the University Museum.

Meetings

University Council: February 11, 4-6 p.m. in the Council Room, Furness Building.

University Federal Credit Union: Annual Meeting, February 19, noon in the Franklin Room, Houston Hall.

Music

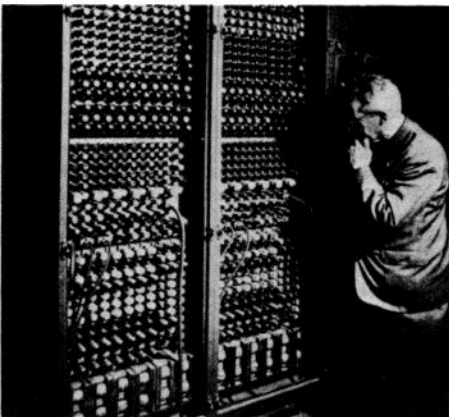
February 14 *Instruments of the Collegium Musicum: violas, lute, cittern and theorbo*, Mary Anne Ballard, director of the Collegium Musicum and Karen Meyers, director of the Swarthmore Early Music Workshop, presents a concert of 17th and 18th century music, 2 p.m. in the University Museum's Little China Gallery.

February 18, 19, 20, 21 The Glee Club's 119th Annual Production, *Double Take*, features highlights of the club's 25 years under the direction of Bruce Montgomery, 8 p.m. in the Zellerbach Theatre at Annenberg Center.

February 19 The Tinker Lecture Series, with the cooperation of the Department of Music, presents Henriqueta Duarte in a recital of music by contemporary Brazilian composers, 4 p.m. in the Music Building Annex, behind S. 34th Street.

February 22 Chamber Orchestra of the International House of New York present a special concert, 2 p.m. in Hopkinson Hall at International House of Philadelphia.

Commemorative Concert, a Black Centenary Celebration, featuring The Fisk Jubilee Singers of Fisk University with dramatic readings by Cicely Tyson, award-winning actress, 7:30 p.m. at the Zellerbach Theatre. Call Ext. 4410 for tickets.



Happy Birthday, Eniac: It was 35 years ago February 16 that Penn introduced to the world the first electronic computer (whose accumulator components are shown above). The grandfather of the machine that typeset this sentence, and prints out the paycheck of whoever is reading it, is now on display at the Smithsonian.

Sports

February 10 *Women's Swimming* vs. Bryn Mawr, 5 p.m. at Gimbel Gym.

February 11 *Women's Gymnastics* vs. Lock Haven, 3 p.m. at Hutchinson Gym; *men's squash* vs. Navy, 4 p.m. at Ringe Courts; *men's swimming* vs. Navy, 4 p.m. at Gimbel Gym; *men's fencing* vs. Columbia, 7:30 p.m. at Weightman Hall; *women's fencing* vs. Barnard, 7:30 p.m. at Weightman Hall.

February 12 *Women's Basketball* vs. Army, 7 p.m. at Palestra.

February 13 *Men's Basketball* vs. Harvard, 8 p.m. at Palestra.

February 14 *Women's Squash Round Robin* at Ringe Courts; *men's gymnastics* vs. Yale, 2 p.m. at Hutchinson Gym; *men's basketball* vs. Dartmouth, 3 p.m. at Palestra.

February 17 *Women's Swimming* vs. Temple, 4 p.m. at Gimbel Gym; *men's basketball* vs. LaSalle, 9 p.m. at Palestra.

February 18 *Men's Fencing* vs. Princeton and *women's fencing* vs. Princeton, both matches 7:30 p.m. at Weightman Hall.

February 19 *Women's Badminton* vs. F & M, 6 p.m. at Weightman Hall.

February 20 *Men's Basketball* vs. Brown, 8 p.m. at Palestra; *Winter Weekend* through February 22.

February 21 *Men's Wrestling* vs. Princeton, noon at Palestra; *men's squash* vs. Harvard, 2 p.m. at Ringe Courts; *men's swimming* vs. Harvard, 2 p.m. at Gimbel Gym; *women's basketball* vs. Yale, 3 p.m. and *men's basketball*, 7 p.m., both at Palestra.

February 22 *Men's Gymnastics* and *women's gymnastics* Ivy Championships, 1 p.m. at Hutchinson Gym.

Talks

February 10 Respiratory Physiology Seminars feature Dr. R. Walenga, University of Connecticut, Health Center, on *Phospholipases, hemostasis and inflammation*, 12:30-1:30 p.m. at Physiology Library, 4th floor Richards Building.

Clinical Smell and Taste Research Center presents Dr. Frank Catalanotto, University of Connecticut Health Center, on *Animal and Clinical Models of Taste Dysfunction*, 4 p.m. at Dunlop A, New Medical Education Building.

February 11 *Women's Faculty Club* presents Dr. Rosalind Ting, Children's Hospital and Dr. Lillian Fredericks, HUP on *Alternate Methods of Anesthesia*, noon at the Franklin Room, Houston Hall. Call Claire Waldner, Ext. 5924.

Center for the Study of Art and Symbolic Behavior and Department of Psychology present Shulamith and Hans Kreidler on *The Problem of Meaning in Psychology and the Arts*, 1-3 p.m. at Penniman Room, Houston Hall.

Center for Nursing Research presents Dr. Stephen J. Zydzanski, School of Medicine, Case Western Reserve University on *Progress Toward Validating a Measure of the Type A Coronary-Prone Behavior Pattern*, 4 p.m. at Room 116, Nursing Education Building.

Dr. Ezat O. Negahban, visiting scholar from the Near East on *Marlik, Haft Tepe, Zaghe and its Painted Building*, 5:30 p.m. at Rainey Auditorium, University Museum.

Graduate School of Fine Arts presents Morris Smith, professor of architecture, MIT, 6 p.m. at Alumni Hall, Towne Building.

February 12 South Asia Regional Studies presents David Kopf, University of Minnesota, on *The Brahmo Samaj and the Problem of Sectarianism*, 11 a.m.-12:30 p.m. at Classroom II, University Museum.

Graduate School of Fine Arts presents a poetry series featuring poet Kenneth Koch, 8 p.m. at the third floor coffee shop, Fine Arts Building.

February 13 University Museum presents a Brown Bag Seminar featuring Dr. David O'Connor, associate curator, Egyptian Section; associate professor of Egyptology, on *Urbanism in Ancient Egypt: Abydos and Malkata*, noon-1 p.m. at Ethnic Arts Gallery, University Museum.

February 16 Interdisciplinary Health Education Program sponsors Dr. Edmund D. Pellegrino, The Catholic University, on *The Moral Nature of Clinical Decisions*, noon at Wistar Institute Auditorium.

A-1 Assembly Brown Bag Seminars feature Janis Somerville, vice provost for University life, 1 p.m. at Benjamin Franklin Room, Houston Hall.

Faculty Library Seminar on *U.S. Federal Government Documents* presented by the Van Pelt Library Reference Department, 3-5 p.m. at first floor Conference Room, Van Pelt Library.

(Continued on page 16)

Communications Colloquium presents Denise Schmandt-Besserat, Center for Middle Eastern Studies, University of Texas at Austin, on *Reckoning Before Writing*—8000-3000 B.C., 4 p.m. at the Colloquium Room, Annenberg School of Communications.

Department of History and Sociology of Science presents Professor Thomas Gieryn, Indiana University, on *Marginality and Innovation in Science: Case of X-ray Astronomy*, 4 p.m. at Room 107, Smith Hall.

St. Mary's Church and Philadelphia Hospice Inc. present program on death and dying, *What Resources Are There for Us in University City?*, 7:30-10 p.m. at the Christian Association. Call 386-1530 to register.

February 17 HERS Alumnae explain the institute for women in higher education to potential candidates for the 1981 summer program at Bryn Mawr, noon at Green Room, Class of 1920 Commons. Call Gail Rudenstein at Ext. 5285 for more information.

Respiratory Physiology Seminars presents Dr. M. Kilberg, Biochemistry Department, University of Florida, on *Plasma Membrane Electron Transport in Animal Cells: the Missing Link?*, 12:30-1:30 p.m. at Physiology Library, 4th floor Richards Building.

Roundtable on the Future of American Cities with Dr. Donald A. Hicks, University of Texas; Dr. Norman Glickman, Penn; Edwin Guthman, *The Philadelphia Inquirer*; Thatcher Longstreth, Philadelphia Chamber of Commerce; and moderator Dr. Stephen Gale, Penn, 2 p.m. at Room

285-286 McNeil Building. *Urban America in the Eighties: Prospects and Policies*, the report by The President's Commission for an Agenda for the Eighties, is the Rountable's genesis; it is on reserve in the Lippincott Library under Regional Science 632/City Planning 730.

Medical Ethics Society presents Dr. Thomas Chalmers, Dean, Mt. Sinai School of Medicine, on *Clinical Trials: Ethical Issues for Research and Practice*, 5:30 p.m. at Dunlop B Room, Medical Education Building.

February 18 Department of Physical Therapy presents Linda DiLuco, PT, Nazareth Hospital and HUP, on *Comparison of Gait in Normals and Patients with Rheumatic Diseases*, 5 p.m. at Room 208, Nursing Education Building.

Near East Lectures present Dr. Ezat O. Neghaban, visiting scholar from the Near East on *Marlik, Haft Tepe, Zaghe and its Painted Building*, 5:30 p.m. at Rainey Auditorium, University Museum.

Graduate School of Fine Arts presents Christo, 8 p.m. at Room B-1, GSFA.

February 19 Faculty Library Seminar on *Online Searching*, the hows and whys of computerized literature searching with demonstration searches on a variety of data bases, 10 a.m.-noon, at first floor Conference Room, Van Pelt.

South Asia Seminars presents Kenneth W. Jones, Kansas State University, on *Ideology, and the Arya Samaj*, 11 a.m.-12:30 p.m. at Classroom II, University Museum.

Graduate School of Fine Arts presents a poetry series featuring John Yau, 8 p.m. at third floor coffee shop, Fine Arts Building.

Theatre

February 10 through 15 McCarter Theatre Co. production of *Eminent Domain* by Percy Granger (Annenberg Center Theatre Series) in Zellerbach Theatre.

February 12 *Interacts Discussion Series* at Annenberg Center, members of the McCarter Theatre Company with Nancy Beere, professor of English, Temple University, following the matinee performance.

February 13 *Interacts Discussion Series* at Annenberg Center, members of the McCarter Theatre Company with Violet Ketels, professor of English, Temple University, following the evening performance.

February 12, 13, 14 Advanced Theatre Laboratory presents *No Exit*, Lord Byron's *Love Letters* and *Escorial* in Studio Theatre at Annenberg Center.

February 21 The Gallaudet College Theatre Touring Company performs *That Makes Two of Us*, a romantic comedy with sign language and narration, in Harold Prince Theatre at Annenberg Center, at 3 and 8 p.m.

For performance times, ticket prices and further information on events, call Annenberg Center Box Office, Ext. 6791 or TTY Ext. 6994.

To list an event

Information for the weekly Almanac calendar should reach our office at 3533 Locust Walk at least one week before desired date of publication.

OPPORTUNITIES

Listings are condensed from the personnel bulletin of February 9, and therefore **cannot be considered official**. New listings are posted Mondays on personnel bulletin boards.

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.

Administrative Assistant to the Director (B0837) \$11,400-\$15,800.

Applications Programmer Analyst I \$14,200-\$19,625.

Applications Programmer II (3697) \$16,325-\$22,600.

Assistant Director (3347).

Assistant Director, SEO (3705) \$14,200-\$19,625.

Assistant Librarian for Public Services (3527) \$16,325-\$22,600.

Assistant to Director of Patient Assignment (3606) \$11,400-\$15,800.

Assistant Treasurer (3620).

Assistant Vice President for Budget and Finance.

Associate Development Officer III (2 positions) (3653).

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

Associate Director, Operations (3742) responsible for accounting, data processing and student employment, including work-study program and Penn Student Agencies; initiates and reviews procedures in these areas; assists director in preparing fund applications and reports (degree, at least five years' administrative and supervisory experience; background in accounting and education administration).

Associate Editor (B0791) \$14,200-\$19,625.

Business Administrator I (B0875) supervises third party reimbursement and staff; prepares periodic account statements; monitors group practice, hospital and University accounts; prepares budgets; maintains records for and processes payroll; works closely with chairman on various projects (minimum two years' college course work in accounting; three-five years' experience in supervision and accounting in a medical setting; knowledge of University accounting system helpful) \$11,400-\$15,800.

Business Administrator II (3645) \$12,375-\$17,425.

Business Administrator III (3721) \$14,200-\$19,625.

Chief Medical Librarian (3337).

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

Data Entry Supervisor (B0857) \$14,200-\$19,625.

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

Director, University Bookstore (3650).

Environmental Safety Officer \$20,457-\$28,875.

General Manager, Penn Student Agencies (3609) \$11,400-\$15,800.

Junior Research Specialist (2 positions) (B0832) (B0866) \$11,400-\$15,800.

Labor Relations Assistant (3704) \$12,375-\$17,425.

Librarian II (2 positions) (3358) (3317) \$14,200-\$19,625.

Manager, Payroll Operations (3651) \$14,200-\$19,625.

Office Manager (B0873) responsible for supervision, scheduling and coordination of the efforts of the support staff, work-study students and temporary help; assists in processing grant applications; works with business office in analysis, planning and administration of office needs, space, equipment and current expenses; reviews unit policies and goals with the unit director and business office and sets priorities (degree or work experience in academic setting; accounting background; ability to supervise; strong administrative and organizational skills; mature judgment and ability to assume responsibility) \$11,400-\$15,800.

Research Coordinator (B0807) \$14,200-\$19,625.

Research Specialist I (4 positions) \$12,375-\$17,425.

Research Specialist II (3717) \$14,200-\$19,625.

Research Specialist III (2 positions) \$16,325-\$22,600.

Senior Programmer Analyst \$17,725-\$25,000.

Senior Research Coordinator (3 positions) \$16,325-\$22,600.

Treasurer (3619).

Vice-Dean, Law School (3434).

Writer II (3536) \$12,375-\$17,425.

Support Staff

Administrative Assistant I (4 positions) \$8,775-\$10,850.

Administrative Assistant II (3706) \$9,400-\$11,675.

Animal Technician (B0864) Union wages.

Assistant Cashier (3689) \$7,200-\$8,750.

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

Bookstore Clerk I (3349) \$6,725-\$8,175.

Buyer I (3687) \$8,825-\$10,875.

Cashier, Assistant (3681) \$7,700-\$9,425.

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

Clerk III (3733) \$7,700-\$8,750.

Clerk IV (3652) \$8,250-\$10,150.

Coordinating Assistant I (3696) \$9,400-\$11,675.

Coordinator Assistant II (03197) \$10,700-\$13,450.

Data Control Coordinator (B0822) \$10,025-\$12,400.

Duplicating Machine Operator I \$6,325-\$7,625.

Editorial Assistant (B0868) tracks manuscripts and proposals through editorial process and prepares reports; supervises manuscript flow; maintains editorial files and correspondence requested or dictated by acquisitions editors (degree, preferably in English; fast accurate typing; dictaphone; highly organized) \$8,775-\$10,850.

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

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

Helper (3674) Union wages.

Herdsmen (B0846) \$9,600-\$11,700.

Histology Technician II (3664) \$10,700-\$13,125.

Junior Accountant (B0787) \$8,775-\$10,850.

Keypunch Operator (B0849) \$7,700-\$9,425.

Library Clerk (3691) Union wages.

Limited Service Secretary (3523) Hourly wages.

Maintenance Engineer (2 positions) \$11,600-\$14,875.

Operator, MTSC (3481) \$8,775-\$10,850.

Pipefitter (3700) Union wages.

Plumber (3697) Union wages.

Programmer I (3727) designs financial programs and data files for special projects (background in mathematics, statistics, computer science; three years' direct programming experience; familiarity with 370/OS, Fortran and one other language) \$10,025-\$12,525.

Project Budget Assistant (B0871) prepares periodic statements on the status of current and expired contracts, prepares and maintains certain original records, time records, salaries paid and projects; verifies expense allocation into various accounts; prepares periodic and final records and reports; maintains associated files (typing 60 wpm, dictaphone, high degree of aptitude for figures and knowledge of University budgetary systems; two years of college with some accounting coursework) \$8,775-\$10,850.

Psychology Technician I (2 positions) \$10,700-\$13,125.

Receptionist (3642) \$6,725-\$8,175.

Receptionist II (3665) \$8,250-\$10,150.

Receptionist III (2 positions) \$8,775-\$10,850.

Research Bibliographer I (3718) \$8,775-\$10,850.

Research Laboratory Technician I \$9,775-\$11,875.

Research Laboratory Technician II (5 positions) \$9,600-\$11,700.

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

Residence Hall Clerk (3684) \$8,250-\$10,150.

Secretary II (3 positions) \$7,700-\$9,425.

Secretary III (17 positions) \$8,775-\$10,850.

Secretary IV (B0827) \$9,400-\$11,625.

Secretary, Medical/Technical (6 positions) \$7,775-\$10,850.

Senior Admissions Assistant (3581) coordinates activities associated with graduate student recruitment; assists in the evaluation of student applications for admission; responsible for maintenance of appropriate records of candidates; compiles and maintains statistical reports and records; participates in the formulation of policies and procedures; assists in preparation of material for printing; replies to inquiries; performs related duties (fast, accurate typing essential; experience on QYX typewriter desirable; knowledge of University procedure; high school graduate; six years' secretarial experience) \$9,400-\$11,675.

Steam Operator (3575) Union wages.

Store Cashier (3735) supervises other part-time employees; orders from stock room; works closely with supervisor; assists in taking inventory; operates cash register (high school graduate; accuracy with, and aptitude for detailed clerical work; ability to deal courteously with the public) \$6,325-\$7,625.

Supervisor, Mechanical Systems \$15,375-\$19,025.