

# Almanac

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## IN BRIEF

**Death in Beirut:** Ph.D. candidate Janet L. Stevens was one of 46 killed in the April 18 explosion at the American Embassy. She was there to act as interpreter for the group awaiting U.S. Envoy Philip Habib.

Ms. Stevens, 32, joined the University graduate program in 1971 and completed her coursework by 1974. On a fellowship to the American University, she had gone to Cairo's Center for Arabic Studies Abroad, then taught and did research in Cairo, Tunisia and Beirut. For several months before her death she had been in Beirut as a translator and journalist, surviving the siege of the summer of 1982 and continuing her research toward a dissertation on Folk Themes in Contemporary Egyptian Drama.

Her advisor, Dr. Roger Allen, said the Oriental studies faculty have approved a posthumous master's degree for Ms. Stevens, whom he described as a "tremendous help to other students" as well as an able scholar in her own work. She is survived by her parents, Mr. and Mrs. Hazen Stevens of Venice, Fla., a sister and two brothers.

**At Home:** The annual University City House Tour stops at a new address this year: the newly-renovated Eisenlohr Hall where the Sheldon Hackneys live. The date is May 1, the time 1 to 5 p.m. rain or shine. Tickets for the whole Town and Gown Tour are \$10 on the day or \$7.50 in advance (\$5 for students and senior citizens). Advance tickets are at the Off-Campus Living Office, 3732 Locust Walk; on May 1, they are at the chapel at 42nd and Spruce.



Paul Gustav Spohn

**Injured:** Senate Chair Murray Gerstenhaber is recovering from injuries he sustained Friday on interrupting an attempt to steal his car at Parking Lot 26 (the garage at 32nd and Walnut) around 5 p.m. Dr. Gerstenhaber, treated at HUP for a mouth injury and a severely battered eye, has tentatively identified his assailant from police photographs. Philadelphia and campus police are cooperating on fingerprint follow-through. Detective Barbara Cassel of Security asks any witnesses who were in or near the garage at the time of the incident to call her at Ext. 4485.

## INSIDE

- **Senate Chair's April 20 Report; Statements on Tuition Benefits; Provost on Sexual Harassment; and Speaking Out on Academic Planning, p. 2**
  - **Affirmative Action: Distribution of Women, p. 3**
  - **Penn Staff Survey: A Summary, pp. 4-6**
- Insert: FAS Reports on Music

## Senate: Another Tuition Vote... Non-Tenure Track Actions

After heated debate on April 20, Senate passed two resolutions by Dr. Anthony Tomazini to reopen the question of tuition benefits at "100% here, 50% away."

Taking the chair temporarily, next year's Senate Chair-Elect Jacob Abel recorded a two-thirds majority on a hand-raise vote, in a meeting which later proved to have over 300 in attendance. As the recorded vote was forwarded via Senate's Chair Murray Gerstenhaber and Economic Status Committee Chair Samuel Preston (page 2), the Administration's response (also page 2) was to maintain the earlier action of changing the package to 75%-40% on a phased schedule, but with a pledge to continue discussions on relief of hardship.

**Non-Tenure Tracks:** Six of the items on Senate's April 20 agenda dealt with variations on the non-tenure track. Their dispositions:

- A Clinician-Educator track for the School of Veterinary Medicine was adopted.

- A Clinician-Educator track, and
- a seven-year lecturer/clinical specialist category were adopted for Nursing.
- A motion of SEC to raise the cap on Clinician-Educator track appointments at the School of Medicine from 25% to 30% was amended to raise the cap to 40% (but with some clarification as to the base on which the percentage is figured). It passed as amended.
- A motion to cap Medical School C-E appointments departmentally at 50% was defeated. With respect to the proposals affecting Medicine, Dean Edward Stemmler, Medical Senate Chair Dr. Wallace Miller and others spoke for School needs.
- A proposal to create seven-year lectureships in the Faculty of Arts and Sciences, urged by language faculty but opposed by others who argued that its breadth created problems of de facto tenure for non-language departments, had been reported out negatively by SEC. From the floor, a substitute was passed that recommends seven-year appointments in principle under safeguards to be framed in cooperation with the Provost.

**Other Agenda Items:** Dr. Seymour Mandelbaum's proposals on strengthening the role of the Senate in Academic Planning and Budget Committee activities (*Almanac* April 12) did not reach the floor. But Provost Thomas Ehrlich, in his opening statement, accepted the proposals. His report will be published next week. The Provost also used the Senate occasion to underscore commitment to end sexual harassment (see page 2).

The scheduled Report of the Grievance Commission was not taken up for lack of time. It will appear in *Almanac* next week.

## 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 examination. 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.

—Thomas Ehrlich, Provost

From the Chair

Following is the formal report of the Chair given at the start of the Spring Meeting of the Faculty

A University of Parts

"In my department," said a colleague on hearing that students could foretell his final questions, "we don't change the questions but the answers." This whimsy holds a basic truth, for the profoundest questions stay the same.

In this Senate, we face recurring questions of medium depth, like *Who are we?* and *Who governs us?* alongside the constant but less clearly cosmic *What's next year's raise?* and *Is the shortfall fairly shared?* But only the fact and perceptions of fairness can prevent crippling polarization, and a budget in lean times may trade present fiscal pain for educational deficits later. Who administrators must be fixed, but whether wisdom governs depends on information about all of our parts which, as I firmly believe, the administration has the obligation to provide and the faculty the duty to study.

Hardest of all, *Who are we?* asks about a concept of University in transition over the centuries from a community of colleagues seeking theological truth to a corporate body increasingly stratified and specialized in its parts. We debate today paths leading farther in that direction which the administration permissively holds open, but how far to walk them we must judge in our own wisdom.

These are our perennial final questions.

*Murray Gerstenhaber*

Following is the text of Provost Thomas Ehrlich's statement at Senate on sexual harassment.

At Senate: Provost on Sexual Harassment

Let me add a word of special thanks for the excellent statements on sexual harassment last week at the University Council meeting by the past chair of the Senate, Phoebe Leboy, the new chair, June Axinn, and the chair-elect, Jacob Abel. In my time at Penn, I have not heard more thoughtful or persuasive presentations on an issue, and I hope all have read them in the April 19 issue of *Almanac*.

I cannot underscore too forcefully my concerns about the issue or urge too strongly that all of us have special obligations to ensure that sexual harassment is erased from the campus.

I personally also believe that we need to make clear to all faculty members, teaching assistants, and others who instruct at Penn, that it is inappropriate for any teacher of any student to have intimate personal relations with that student, whoever is the initiator. The credibility of academic relations between teacher and student is otherwise inevitably at risk. Along with the School Deans, with whom I have discussed the matter, I ask the help of everyone in ensuring that this message is well understood, particularly at the outset of the term next fall.

—Thomas Ehrlich

SPEAKING OUT

Small Price to Pay

An ad hoc committee chaired by Professor Seymour Mandelbaum submitted to the Senate Executive Committee and the Senate a proposal for a modest restructuring of relations between the Academic Planning and Budget Committee and the Senate. These changes (*Almanac* April 12) were designed to meet the criticisms directed at the APBC and the administration as recorded in the Senate's resolution at its fall meeting. The proposed changes were accepted in full and with enthusiasm by Provost Thomas Ehrlich in his report to the Senate on April 20.

As author of the fall resolution I should have wanted to comment on these matters at the April 20 meeting, but other important affairs preempted the agenda. The proposed changes can be put into effect by the Provost and SEC without further Senate action, and they give every promise of improving the form and the content of faculty participation in University decision-making. Obviously, the participation of

SEC in this process will provide an opportunity to monitor not only the substance of academic planning, but the equity and effectiveness of the process itself.

It would appear that if the current proposals had been in effect last summer, the procedures if not the result regarding the discontinuance of SPUP would have been different, and a great deal of tension and potential distrust might have been avoided. I am guardedly optimistic that these problems may now be fully overcome, and if this proves to be the case the stress of a distasteful confrontation will have been a small price to pay.

—Britton Harris, UPS Professor of Transportation and Public Policy, Emeritus

**Follies as History:** For the Archives, Assistant Archivist Ham Elliott wants the autographs of all who in any way worked on last week's smash hit *Franklin's Follies*. To sign copies of the program for the permanent record, go to the Archives under the North Stands at Franklin Field, 9 to 5 workdays, or call Ext. 7024 for other hours. Next week: the full story of the *Follies*.—K.C.G.

*SPEAKING OUT* welcomes the contributions of readers. *Almanac's* normal Tuesday deadline for unsolicited material is extended to THURSDAY noon for short, timely letters on University issues. Advance notice of intent to submit is always appreciated.—Ed.

Tuition Benefits

From Senate Leaders:

In view of the two resolutions on faculty tuition benefits that were passed at the Faculty Senate meeting of April 20, and also in view of the massive support for a restructuring of these benefits as reflected in the outcome of the mail ballot, we would urge you to:

- a. continue implementing the restructured plan (A1) that was approved in the mail ballot;
- b. Attempt to deal with the problems faced by those adversely affected by the new plan. We hope that this attempt will include a consideration of permitting individual faculty members to choose between the old plan and the new plan. This may be made possible by reallocating additional funds to faculty tuition benefits from other parts of the University; a willingness on the part of faculty to trade off salary increases or other benefits in return for extending such a choice (as expressed, for example, through a polling procedure); or relief from demographic pressures that might show up in application to Penn or in a survey of the ages of faculty children.

No issue in recent years has clearly and dramatically divided the faculty and we believe that, despite the enormous effort already invested by you and others on this matter, continued discussion will increase the chances of finding the best possible outcome for all concerned.

—Murray Gerstenhaber, Chair, Faculty Senate  
—Samuel H. Preston, Chair, Senate Committee on the Economic Status of the Faculty

From President and Provost

As stated at the Faculty Senate meeting last Wednesday by the Provost, the University administration has been proceeding to implement the faculty tuition-benefit arrangements supported by both the prior Senate meeting and the faculty mail ballot.

We recognize the concerns expressed at the meeting on April 20. The matter was, however, fully and fairly debated over many months, and an overwhelming majority of faculty expressing opinions clearly favored the arrangements we have approved. We are, therefore, implementing them beginning next year.

At the same time, we want to emphasize that we will continue discussions with the Faculty Senate leadership and interested groups to consider possible further steps to cushion the impact on those adversely affected by the new arrangements.

—Sheldon Hackney, President  
—Thomas Ehrlich, Provost

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# Women Among the Full-Time Faculty of the University (1973-82)

This is the first in a series of reports on the distribution of women and minorities in the faculty and nonacademic workforce of the University. This installment covers women's distribution in the faculty; subsequent reports will cover minorities in the faculty, and both women and minorities in nonacademic positions.

The figures here are taken from affirmative action data on file with the Management Information System as of December 15, 1982. School actions recorded after that date are not reflected. Therefore, the comparative data for noted years reflect what we call "snapshots in time."

## Ten-Year Trends (by School)

During the ten-year period 1973-82, there was an overall increase in the numbers and percentage of women among the Standing Faculty\* (all schools combined). In 1973, there were 208 women faculty (12.9%) and in 1982 their representation increased to 253 (14.8%).

This overall percentage increase reflects increases of women in every school except two, where the size of the Standing Faculty itself declined. In the School of Dental Medicine, where faculty size went down 5.9% in the ten-year period, the number of women declined from 17.6% to 16.3%. In the School of Social Work, the size of the Standing Faculty decreased during this period by 42.9%, and the percentage of women declined from 39.3% to 37.5%.

In actual numbers, the most significant increases occurred in the School of Engineering, where the number of women increased from 1 to 5; in FAS where their numbers almost doubled from 40 to 73; in the School of Medicine, where women increased from 59 to 83; and in Wharton where women almost doubled in number from 5 to 11.

## I. Women in the Standing Faculty by School 1973-82

	1973	1978	1979	1980	1981	1982	Change
SAMP (Total)	15	11	10	16	3	3	- 12
(Women)	10	10	9	15	3	3	- 7
Annenberg (T)	10	9	9	10	9	10	0
(Women)	1	0	0	1	1	2	+ 1
Dental (T)	85	86	85	92	90	80	- 5
(Women)	15	12	12	13	14	13	- 2
Education (T)	38	20	29	27	31	30	- 8
(Women)	7	5	5	5	9	7	0
SEAS (T)	86	86	84	94	94	91	+ 5
(Women)	1	3	3	4	5	6	+ 5
FAS (T)	497	497	476	497	500	497	0
(Women)	40	59	54	66	71	73	+ 33
GSFA (T)	35	37	35	28	27	26	- 9
(Women)	4	5	4	3	4	4	0
Law (T)	27	28	27	25	25	27	0
(Women)	2	2	2	2	2	3	+ 1
Medicine (T)	522	524	395	597	601	629	+107
(Women)	59	58	41	71	69	83	+ 24
Nursing (T)	46	48	31	24	23	27	- 19
(Women)	43	46	30	23	22	26	- 17
SPUP (T)	-	7	7	6	6	7	0
(Women)	-	1	1	1	1	1	0
SSW (T)	28	22	21	18	18	16	- 12
(Women)	11	10	10	7	6	6	- 5
Vet Med (T)	103	101	98	97	104	99	- 4
(Women)	10	13	11	14	12	13	+ 3
Wharton (T)	121	141	137	136	147	152	+ 31
(Women)	5	11	11	14	12	11	+ 6
Interdisc. (T)	-	11	11	9	11	11	0
(Women)	-	1	1	1	1	2	+ 1
<b>Total Faculty</b>	<b>1613</b>	<b>1638</b>	<b>1456</b>	<b>1676</b>	<b>1689</b>	<b>1705</b>	<b>+ 92</b>
<b>Women</b>	<b>208</b>	<b>236</b>	<b>194</b>	<b>240</b>	<b>232</b>	<b>253</b>	<b>+ 45</b>

Comparing 1973 and 1982 figures, the total number of Standing Faculty increased by 92 (5.7%) compared to an increase of 45 (21.6%) in the number of women, as seen in Table I below left.

## Five-Year Trends by Tenure Status (University-wide)

An analysis of the faculty by tenure status indicates that in the five-year period between 1978-82, again there were increases in the percentage of total women faculty in each category—tenured, non-tenured on track and other non-tenure accruing. Tenured women faculty increased from 8.6% to 9.8% (in terms of actual numbers, from 84 to 96). Tenure track women increased from 110 (23%) to 131 (25%). Total women in the non-tenure accruing category remained at 139, although their percentage of the total faculty in this category increased very slightly from 29.1% to 30.0%, when the total number of faculty declined in this period by 2.7%.

## II. Women Among the Faculty by Tenure Status 1978-1982

Tenure Status	1978 (Nov.)		1980 (Dec.)		1981 (Dec.)		1982 (Dec.)		% change	
	Total Faculty	Total Women	Total Faculty	Total Women						
Tenured	978	84 (8.6%)	992	89 (9.0%)	1002	91 (9.1%)	978	96 (9.8%)	0	+14.3%
Non-Tenured	478	110 (23.0%)	534	127 (23.8%)	516	121 (23.4%)	524	131 (25.0%)	+ 9.6%	+19.1%
Clinician Educ.	N/A	N/A	152	14 (9.2%)	171	20 (11.7%)	204	26 (12.7%)	+34.2%	+85.7%
Other Non-Tenured	477	139 (29.1%)	574	160 (27.9%)	421	127 (30.2%)	464	139 (30.0%)	- 2.7%	0
<b>Totals</b>	<b>1933</b>	<b>333 (17.2%)</b>	<b>2253</b>	<b>390 (17.3%)</b>	<b>2110</b>	<b>359 (17.0%)</b>	<b>2170</b>	<b>392 (18.06%)</b>	<b>+41.1%</b>	<b>+17.7%</b>

The representation of women among the full-time faculty steadily increased between 1978-82 relative to the changes in the total numbers of faculty in each tenure category. Referring to Table II above, the total number of tenured faculty remained the same while the number of tenured women increased by 12 (1.2%). In the tenure track category, total women increased by 21 (2.0%), while the total faculty increased by 9.6%. There was a 2.7% decline in the non-tenure accruing faculty with the total number of women remaining the same, although their percentage of this category increased slightly (by almost 1%).

These figures demonstrate that overall, the number and percentage of women among the Standing Faculty has modestly but steadily increased during the period 1973-82 despite decreases in the total numbers of faculty in a number of schools. There were 45, or 21.6%, more women in the Standing Faculty in 1982 than in 1973. Although these upward trends are encouraging, concerted efforts must continue for the appointment of even greater numbers of women to the Standing Faculty. It is especially important that affirmative efforts for appointments of women be made in the tenure track categories which serve as the pipeline (or primary source) from which appointments to tenure are made at the University of Pennsylvania.

—*David Hopkins Ramey,*  
Director, Office of Affirmative Action

\*Standing Faculty are tenured; in ranks accruing tenure; or in Clinician-Educator status.

## 1983 Penn Staff Survey: A Summary of Results

In the fall of 1982, the University of Pennsylvania contracted with SRI International to conduct a confidential opinion survey of Penn employees. (SRI International—formerly Stanford Research Institute—is a large non-profit research organization located on the San Francisco Peninsula in California. Its staff have extensive experience conducting surveys and early in 1982 conducted a similar staff opinion survey for Stanford University.)

In the words of Penn's new Vice President for Human Resources, the overall objective of the Penn Staff Survey was "to provide the basis for a long-range human resources plan that will address identified deficiencies at the University and at the same time listen to and learn from our staff." To meet this objective, SRI designed a questionnaire that measures staff members' attitudes toward various aspects of working at Penn. Almost 100 Penn employees, representing a wide variety of interests and backgrounds, provided input to the writing of the questionnaire through participation in discussion groups or through review or pretesting of the questionnaire. At the outset of this process, the University pledged to publish a summary of the results, both positive and negative.

The questionnaire was mailed to a scientifically random sample of fulltime Penn staff members (excluding faculty and hospital staff). Completed or largely completed questionnaires were returned by 75% of those who are currently Penn employees (947 out of 1,268). With this high level of response, the survey results can confidently be projected to the entire survey population of about 4,400 Penn employees who are neither faculty nor hospital staff.

### Profile of Respondents

Survey respondents are very similar to the entire survey population of 4,400 employees in characteristics such as age, years of service, sex, race, salary, etc.

- Two-thirds (66%) of the respondents are women.
- About half (47%) are 40 or older.
- Slightly over half (57%) have worked at Penn for 6 or more years.
- Three-quarters (75%) are nonminorities.
- About one-fifth (18%) are union members (A-4s), with the remainder divided equally between A-3s (weekly-paid nonexempts) and A-1s (monthly-paid exempts).
- About one-fourth (26%) report that they are supervisors.
- Slightly over half (54%) have annual salaries of \$15,000 or more.

Not surprisingly, these characteristics tend to be related to one another. For example, employees with high salaries are most likely to be A-1s, supervisors, older employees, men, nonminorities, and long-time Penn employees.

Of these characteristics, age, years of service, and employee type (A-1/A-3/A-4) are the most likely to be related to respondents' attitudes toward working at Penn. Thus, for instance, older respondents have different attitudes than do younger respondents on most of the issues included in the survey. In contrast, nonminorities and minorities seldom differ very much in their attitudes. Men and women also are relatively unlikely to have different attitudes, as are supervisors and non-supervisors.

### Areas of Satisfaction and Dissatisfaction in Working at Penn

The accompanying table lists areas that the survey found to be sources of satisfaction or dissatisfaction among Penn employees. For all the items included in this table, respondents were asked to give their answers on 6-point scales that ranged either from "very dissatisfied" to "very satisfied" or from "strongly disagree" to "strongly agree." To help interpret the response, the mean (average) rating was calculated for each item, and these means are shown in parentheses in the table. The midpoint between positive and negative ratings is 3.5. A high mean rating always indicates a positive attitude, even on negatively worded items.

Overall, the staff tend to be very or moderately satisfied with the various aspects of their daily jobs, their supervision and training, their benefits, and the stimulation and prestige that derive from working at a university. For example, about three-quarters (78%) agree mostly or strongly that they like the kind of work they do, and the same proportion are mostly or very satisfied with their benefits. Seventy percent mostly or strongly agree that they would recommend Penn as a good place to work. And about three-fifths (62%) are mostly or very satisfied with the quality of the supervision they receive.

Staff are not very satisfied, however, with communication at Penn, general Penn management, job classification, promotion policies, handling of grievances, the treatment of minorities at Penn, salaries, advancement opportunities, the relationships among the major faculty and staff groups in the University, and staffing levels in their work group. (Interestingly, 52% of the respondents agree that understaffing is a serious problem in their work group, but only 18% are dissatisfied with their own work load.)

Respondents tend to have negative attitudes—that is, the mean rating is less than 3.5—on only six issues. They tend to agree that "People in my school/department often feel isolated from the rest of the University" and that "Too many people at Penn break the rules and get away with it;" they are dissatisfied with safety on campus at night; and, among those to whom the services apply, they are very dissatisfied with the availability of child care facilities, parking availability, and, especially, parking fees.

Understandably, attitudes on some of these issues are related to the characteristics of the respondents. For example, women are quite a bit less satisfied than men with campus safety at night, and the higher-level, more "senior" staff are considerably more satisfied with the parking situation than are their more "junior" counterparts. (For the purposes of this summary, we are using "higher-level, more 'senior' staff" as a short phrase to represent A-1s, supervisors, the older staff, long-time Penn employees, and those with higher salaries.) Minorities and women also are less likely than nonminorities and men to be satisfied with the treatment of minorities and women at Penn.

Topics that are related to the greatest number of respondent characteristics are satisfaction with opportunities to meet interesting people, liking the kind of work done, salary, handling of grievances, and relations among A-1s, A-3s, and faculty. In general, the higher-level, more "senior" staff are more likely to be satisfied than are the more "junior" staff. However, often it is not those in the lowest group, but rather those in the second group—staff with 3 to 5 years service, those with salaries of \$12,500 to \$14,999, and those age 30 to 39—that are the least satisfied.

On some topics, there are few differences among groups. For example, most of the groups analyzed have very similar satisfaction ratings on benefits, work load, communication, and supervision. (This does not mean that everyone at Penn has the same attitude on these issues. It simply means that what attitude differences do exist cannot be explained by differences in the staff characteristics considered in the survey.)

### Staff Development

The level of participation in staff development activities (for example, classes, workshops, conferences, special training, or university/college courses) during the past 12 months varies from group to group. Groups with the lowest participation levels are A-4s (25%), staff with more than 13 years of service at Penn (29%), those over age 50 (30%), and men (36%). In contrast, between 50% and 60% of A-1s, supervisors, women, staff under age 30, and those with 3 to 5 years of service at Penn report having participated in staff development activities during the past year. Almost no one (2%) feels his or her supervisor discourages participation in staff development activities.

One means of staff development at Penn is enrollment in courses, and

*continued past insert ►*

74% of the respondents are mostly or very satisfied with their opportunities to enroll in courses at Penn. This high level of satisfaction exists among almost all the groups studied. The one exception is A-4s, who are only moderately satisfied with this aspect.

On the other hand, only 38% of the respondents mostly or strongly agree that they receive adequate information about staff development opportunities at Penn. Supervisors, A-1s, and women are the most likely to feel they receive adequate information, whereas few A-4s feel they receive adequate information.

Respondents believe strongly that Penn staff development activities should include overall personal development, job skills, and supervisory skills. Almost 75% of the respondents mostly or strongly agree that these areas should be included. Some of the higher-level, more "senior" staff groups are less likely than the more "junior" groups, to want these topics covered, but the differences are not large.

### Advancement Opportunities

Staff are not very pleased with their ability to transfer or advance at Penn. Fewer than a third are mostly or very satisfied with their opportunity for advancement or their opportunity to transfer to other jobs at Penn. A somewhat larger group (but still fewer than half) are mostly or very satisfied with the information they receive about job opportunities at Penn or with their opportunity for personal growth.

Men and women employees do not differ in their satisfaction with advancement opportunities; neither do nonminorities and minorities, nor A-1s, A-3s, and A-4s. However, staff who earn \$20,000 or more, those over age 50, those with over 13 years of service, and supervisors tend to be more satisfied than do their more "junior" counterparts. Among the salary and years-of-service groups, it is not the lowest ones but those second from the bottom (\$12,500 to \$14,999 salary and 3 to 5 years service) who are the least satisfied with their opportunities for advancement at Penn.

If staff tend not to be very happy with their own advancement opportunities, they are even less pleased with what they see as Penn's general promotion policies. Only 31% mostly or strongly agree that "At Penn, qualified staff usually are promoted before outsiders are hired," and still fewer—20%—mostly or strongly agree that "In my opinion, Penn does a good job of promoting competent people." Only about 20% also mostly or strongly agree that "Penn does a good job giving recogni-

tion to its long-time staff members." Group differences on these items are similar to those on advancement opportunities.

### Job Classification

As expected, the University's job classification system is not very popular among the staff. Less than half—39%—feel their job is properly classified, and only 28% are mostly or very satisfied with the job classification system in general. Only about 20% mostly or strongly agree that the job reclassification process is applied fairly "as far as I know" and that they receive adequate information about Penn's pay and classification system.

Minorities and nonminorities do not differ in their ratings of the job classification system, nor do supervisors and nonsupervisors, but other groups do. Those that are the least likely to have negative attitudes about the system are men, A-4s, staff age 50 or over, and those with more than 13 years of service.

### Problem-Solving and Grievance Mechanisms

Respondents who indicated they are not union members (A-4s) were asked how familiar they are with Penn's staff grievance procedure, the Affirmative Action Office, the Personnel Relations Office, the Ombudsman's Office, and the Penn Women's Center. About half (46%) say they are not at all familiar with the Personnel Relations Office, and 60% to 65% say they are not at all familiar with each of the other resources. No more than 9% say they are "very familiar" with any of the resources. The higher-level, more "senior" staff are consistently more familiar with these resources than are their more "junior" counterparts, but nonminorities and minorities do not differ in their familiarity ratings. Men and women differ on only two of the resources: Men are more likely to be familiar with the Ombudsman's Office, and women are more likely (though not by very much) to be familiar with the Women's Center.

A third of the respondents (that is, of the A-1s and A-3s) say they have used the Personnel Relations Office. Of these, half found it moderately or very useful. Only about 10% of the A-1 and A-3 respondents have used each of the other resources. About half of these rate the Ombudsman's Office and the Women's Center as moderately or very useful, and about a third rate the staff grievance procedure and the Affirmative Action Office as moderately or very useful. Most of the higher-level, more "senior" groups tend to rate the Personnel Relations Office as more

*The following was sent to Vice President for Human Resources Gary J. Posner April 18, 1983, with the text that appears on these pages, including the table at right.*

Enclosed is SRI's summary of the Penn Staff Survey results. I'd like to take this opportunity to thank everyone at Penn who participated in the study—the focus-group participants, questionnaire reviewers, pretest participants, survey respondents, and you and your staff—for helping to make the survey the success that it was. It was a pleasure to work with everyone involved.

There is a wealth of information in SRI's report. I am sure you will find there is much that is useful in developing Penn's long-range human resources strategy.

—Susan Higley Russell, Ph.D.  
Director, Survey Research Program  
SRI International

### Penn staff are ...

#### Very Satisfied With:

- Independence on the job (5.2)\*
- Supervisor's performance expectations+ (5.2)
- The kind of work they do (5.1)
- Benefits (5.0)
- Cultural and recreational opportunities at Penn (5.0)
- Penn as a good place to work (4.9)
- Safety of equipment and facilities (4.9)
- Job security (4.8)
- Opportunities to meet and interact with interesting people (4.8)
- Being part of a highly regarded academic institution (4.8)

#### Moderately Satisfied With:

- Work load (4.6)
- Competence and productivity of coworkers (4.6)
- Orientation and training+ (4.5)
- Supervisor's supervisory skills+ (4.4)
- Performance feedback and evaluation+ (4.3)
- Participation in decisions that affect their job (4.2)
- Supervisor's supportiveness+ (4.2)
- Adequacy of working facilities (4.2)
- Work group morale (4.1)
- Treatment of women at Penn (4.1)
- Treatment of minorities at Penn (3.9)

#### Not Very Satisfied With:

- Communication at Penn+ (3.5)
- Promotion policies+ (3.5)
- Staffing levels in work groups (3.5)
- Relations between A-1s, A-3s, A-4s, faculty, etc.+ (3.5)
- General Penn management+ (3.5)
- Job classification+ (3.5)
- Handling of grievances+ (3.7)
- Salary+ (3.7)
- Advancement opportunities+ (3.8)

#### Quite Dissatisfied With:

- Parking fees# (2.5)
- Parking availability# (3.1)
- Availability of child care facilities# (3.1)
- Too many people at Penn break the rules and get away with it (3.4)
- Safety on campus at night+ (3.4)
- Sense of isolation from the rest of the University (3.4)

\* Numbers in parentheses are mean (average) ratings of all respondents, using a scale of 1 to 6, on which 1 indicates a very negative attitude and 6 indicates a very positive attitude.

+ Two or more related questionnaire items averaged

# Two-thirds of the respondents indicate that child care does not apply to them, and a third indicate that parking does not apply to them.

Source: SRI International 1983 Penn Staff Survey: Areas of Satisfaction and Dissatisfaction

useful than do the more "junior" groups, but there are few differences among the groups on the other resources.

### Personnel Services

Survey respondents were asked to rate as "poor," "fair," "good," or "excellent" each of seven services provided over the past 12 months by the Personnel Office. In addition, supervisors were asked to rate the help they have received from Personnel in hiring A-1s and A-3s. For the most part, the ratings of these services are not related to respondent characteristics. The highest ratings are for assistance in hiring A-1s. Among those who have received such assistance in the past 12 months, 64% feel that what they received was good or excellent.

Other services that receive "good" or "excellent" ratings from half or more of those who could provide a rating are: providing answers to general questions (62%), providing information about staff benefits (61%), courses provided by the Training Division (57%), providing information about or enrollment in training courses (53%), and new employee orientation (52%). Assistance in hiring A-3s is rated as "good" or "excellent" by 49% of the supervisors who received this assistance.

Two services receive "poor" ratings from a third or more of the respondents: providing service regarding job classification or reclassification (rated "poor" by 38%) and assisting staff members in transferring to another position (rated "poor" by 41%). Each of these services is rated "good" or "excellent" by about a third of the respondents.

### Salary Issues

As noted above, staff members—especially the more "junior" groups—tend not to be very satisfied with their salaries. Only a third of the respondents are mostly or very satisfied with their salary, and only about a third agree mostly or strongly that their salary increases are determined fairly. Even fewer (25%) agree mostly or strongly that they are paid about the same as others they know at Penn who have similar responsibilities and experience. (A third have no idea whether they are paid the same as others.)

These attitudes are related to all respondent characteristics except supervisory status. Staff age 50 and over, those with more than 13 years of service, A-4s, and those with salaries of \$20,000 or more all tend to be moderately satisfied with salaries. In contrast, staff under age 30, those with 3 to 5 years of service, A-3s, and those earning less than \$12,500 tend to be quite dissatisfied.

By and large, these same differences occur in attitudes about how respondents' salaries compare with those paid for similar work by other Philadelphia area employers and about whether salaries at Penn have gotten worse, better, or stayed the same over the past few years, compared with other Philadelphia area salaries. Of all respondents, 58% think their salary is lower than what other employers are paying, 11% think it is about the same, 6% think it is higher, and 25% have no idea. Twenty percent think salaries at Penn have gotten worse over the past few years, compared with other Philadelphia area salaries, while 28% think they have stayed in the same relative position, 9% think they have gotten better, and 42% have no idea.

Similarly, half of the supervisors feel that Penn's starting salaries are inadequate for recruiting most A-1 staff for their department, and 61% feel they are inadequate for recruiting most A-3 staff.

Two questions in the salary section asked about how respondents believe Penn should determine annual pay increases, one for A-1s and one for A-3s. The response choices were:

- 1 All A-1 [A-3] employees should receive the same percentage increase, regardless of performance.
- 2 Each A-1 [A-3] employee's increase should be based solely on his/her performance, so that the better the performance the greater the increase. Poor performers should receive no increase.
- 3 All satisfactory A-1 [A-3] employees should receive across-the-board increases. Outstanding A-1 [A-3] employees should receive across-the-board increases PLUS a small merit increase. Poor performers should receive no increase at all.
- 4 Same as choice 3 except that poor performers should receive a small increase (less than the across-the-board).
- 5 Have no idea.

The distribution of responses is essentially the same for the two questions, except that a larger percentage of respondents circled "have no idea" on the A-1 question (17%) than on the A-3 question (7%). The most popular choices are #3 (across-the-board plus merit, with no increase for poor performers) and #4 (across-the-board plus merit, with a small increase for poor performers). Each of these was selected by about 33% of the respondents. Choice 2 (merit alone) was selected by about 20% of the respondents for both A-1s and A-3s, and choice 1 (flat percentage) was selected by 3% for A-1s and 6% for A-3s.

Supervisors, too, want flexibility in determining pay increases. Sixty-three percent indicate they would like "quite a bit" or "a great deal" of flexibility to reward superior A-1 performers through pay increases; 57% "very little" flexibility to reward A-1s, and only 2% would like "none" or "very little" flexibility for A-3s.

### Benefits

As expected, the survey shows that Penn's benefits are highly regarded. Overall, about 80% of the respondents are mostly or very satisfied with their benefits, and half agree mostly or strongly that "The University benefits were important in my decision to work at Penn." Half also feel that Penn's benefits are better than those of other employers; only 11% rate Penn's benefits as worse. (Almost a third say they have no idea how Penn's benefits compare with other employers' benefits.) These attitudes tend not to be related to respondent characteristics.

Of the individual benefits, vacation and sick leave are especially highly regarded, and holidays follow closely. Ninety percent of the respondents rate vacation and sick leave as mostly or very adequate to their personal needs, and 85% give holidays a mostly or very adequate rating. Between about 70% and 75% feel that dental, health, and life insurance and tuition assistance to staff members are mostly or very adequate. About 60% feel that tuition assistance to dependent children is mostly or very adequate. (However, only about half of the respondents feel that this benefit applies to them, and 12% of these have no idea about its adequacy.)

The remainder of the benefits are seen as mostly or very adequate by fewer than half the respondents. These are long-term disability, tuition assistant for spouses, the retirement plan, and the tax-deferred savings plans (SRA and Equest). However, sizeable percentages of the staff—from 20% to 50%—have no idea of their adequacy, so the lower ratings reflect unfamiliarity at least as much as negative opinions. For example, 31% have no idea about the adequacy of Penn's long-term disability benefit; but among those who rated it, 63% feel that it is mostly or very adequate.

The adequacy ratings of holidays and of dental, life, and health insurance tend not to be related to respondents' characteristics, but the rating of the other benefits are related to most of the characteristics. Once again, it is generally the higher level, more "senior" staff who have the higher ratings; also, women and nonminorities tend to find the benefits more adequate than do men and minorities, and A-1s tend to find them more adequate than do A-4s or A-3s. The largest differences are in the ratings of tuition assistance for staff, spouses, and dependent children.

### Concluding Remarks

The results of the Penn Staff Survey suggest that the staff feel that while there is room for improvement in the University, working at Penn has a number of very positive aspects. Staff tend not to be very satisfied with such things as their advancement opportunities, the job classification system, their salaries, faculty/A-1/A-3 relationships, and general Penn management. The University's problem-solving and grievance mechanisms receive lukewarm ratings, as do some of the services performed by Personnel. Parking and safety on campus at night are problematic.

On the other hand, staff tend to be very well satisfied with the kind of work they do, the independence they have, their benefits, and their job security. They derive both pleasure and pride from being part of a highly regarded academic institution—its cultural and recreational opportunities, its interesting and varied people, and its goals. The University may have many shortcomings, but only 6% of the respondents disagree that they would recommend Penn as a good place to work.

# ON CAMPUS

April 26-May 8

## Academic Calendar

**April 29** Spring term classes end  
**May 2-4** Reading days  
**May 5-13** Final examinations

## Children's Activities

**April 27** *After-School Program: Arbor Day Story Hour*, ages 5-7; hear stories, have a tree snack and take home a tree seedling; 3:30-5 p.m., Morris Arboretum. \$7 per child, \$5.25 for Arboretum members. Reservations: 247-5777.  
**May 7** *Architecture for Children: The Gingerbread Age*, workshop and walking tour for children ages 5-12, 9 a.m.-noon, \$20 for one adult and one child, \$5 for each additional family member (CGS).\*

## Conferences

**April 28-May 1** *Literature and History: Theoretical Problems and Russian Case Studies*, keynote address April 28, 7:30 p.m.; Members' Lounge, International House (Department of Slavic Languages and Literatures). Free admission. Information: Ext. 8704.  
**May 7** *Health, Survival and Progress of Black Women*, Second National Conference of Health Promotion (School of Nursing). Information: Ext. 8281 or 4522.

## Coursework and Training

### College of General Studies

**April 30** *A Workshop in the Novel*, 9:30 a.m.  
**May 2** *Programming in Basic*, 5:45 p.m.  
*Speechwriting Workshop*, 6:30 p.m.  
**May 3** *Grantmaking: The Art of Effective Philanthropy*, 5:45 p.m.  
**May 7** *Springtime in Cape May*, a walking tour, 9 a.m.  
*Business Software Review*, 10 a.m.  
*The Living Art of Africa*, 2 p.m.

These are non-credit courses sponsored by CGS. Dates shown are starting dates of courses. Information and registration: Ext. 6479 or 6493.

### Morris Arboretum

**April 28** *Water Gardens*, 7 p.m.  
**April 30** *Spring Migration Bird Walk*, 8 a.m.  
**May 1** *Trees of the City*, 2 p.m.

These courses are sponsored by the Morris Arboretum. Pre-registration is required. Information: 247-5777.

## Exhibits

**April 29** *Ancient Mesopotamia: The Royal Tombs of Ur*, Mesopotamian Gallery reopens, University Museum. On display in the refurbished gallery are the gold and lapis bull-headed lyre, the Ram in the Thicket, the golden head-dress of Queen Pu-abi, the treasures of the Royal Cemetery of Ur.\*  
**Through April 30** *Plans for International Peace, 1300-1945*; Klein Corridor, Van Pelt Library.  
*Black Women: Achievements Against the Odds*, a photo exhibit presented by the Women's Center in honor of Year 102 and developed by the Smithsonian Institution; first floor, Houston Hall.  
**Through May 6** *Sculpture by Sergio Castillo*, distinguished Chilean artist, recent works in stainless steel, bronze and brass; Faculty Club.  
**May 7-23** *Master of Fine Arts Exhibit*, presenting works of graduating painters, sculptors, and printmakers from the Graduate School of Fine Arts; Institute of Contemporary Art.\*  
**Through May 31** *Joseph Priestley: Enlightened Chemist*, a collection of artifacts, books, correspondence, engravings, portraits, and equipment; Rosenwald Gallery, Van Pelt Library.\*  
**Through June** *One Hundred Years of University of Pennsylvania Law School Women, 1883-1983*, a display of photographs, books, and other memorabilia; Law School Building Rotunda.\*  
**Through Fall** *Wharton School Authors*, an exhibit consisting of copies of books and articles by Wharton faculty, teaching and research staff; lounge area of Dietrich Graduate Library Center, Van Pelt-West.  
*The Lenape: Wanderers in their Own Land*; Sharp Gallery, University Museum.

**Ongoing** *The Egyptian Mummy: Secrets and Science and Polynesia*; University Museum.

## Exhibition Hours

**Faculty Club** Monday-Friday 9 a.m.-7 p.m.  
**Institute of Contemporary Art** Tuesday, Thursday, Friday 10 a.m.-5 p.m., Wednesday 10 a.m.-7 p.m., Saturday and Sunday noon-5 p.m.  
**Law School** Monday-Saturday 9 a.m.-5 p.m.  
**University Museum** Tuesday-Saturday 10 a.m.-4:30 p.m., Sunday 1-5 p.m.  
**Van Pelt Library** Monday-Friday 9 a.m.-11 p.m. except holidays. Rosenwald Gallery, Monday-Friday 9 a.m.-5 p.m.

## Guided Gallery Tours

**April 30, May 1** *Mesopotamia*  
**May 7** *Highlights of the Collections*  
**May 8** *Mesopotamia*  
These Saturday and Sunday tours are free and begin at 1 p.m. at the main entrance of the University Museum. Information and to arrange for group tours: Ext. 4015.

## Films

**April 28** *Lenny*, 10 p.m.  
**May 1** *Hair*, 8:30 and 11 p.m.  
**May 7** *The Return of the Secaucus Seven*, 8 and 10 p.m., midnight.  
PUC Film Alliance screenings at Irvine Auditorium. Admission: \$2.

## Meetings

**Trustees: May 6** Executive Committee Stated Meeting.  
**University Council: May 4** Meeting, 4-6 p.m. in Room 2, Law School.

## Music

**April 29** William Parberry conducts the *University Choral Society* and the *University Symphony Orchestra* in Schubert's *Mass in Ab*; 8:30 p.m., Tabernacle Church.  
**April 30** *Penn Relays Concert*, 8 p.m., Irvine Auditorium (Groove Phi Groove Social Fellowship—Year 102 Events).  
**May 7** *Collegium Musicum Concert* featuring Joan Kimball, recorder; music by Handel, Telemann, van Eyck and others; Karen Meyers, theorbo, and Langdon Corson, viol; 2 p.m., Lower Egyptian Gallery, University Museum.\*



*The University Museum's newly renovated and reinstalled Mesopotamian Gallery will exhibit nearly 300 artifacts dating from 2650-2550 B.C. including the world-famous gold and lapis bull-headed lyre from the Royal Cemetery at Ur. The new display groups the artifacts very much as they were found in the ground to tell the story of the excavations and to try to unravel clues that the materials give about that culture.*

## Trees of the City

As part of its effort to inform the public on the importance of trees in an urban landscape, the Morris Arboretum is offering a city walk May 1, 2-4 p.m. The walk, begins and ends at the Liberty Bell Pavilion, Independence Mall. This is an opportunity to discover which trees and shrubs are best adapted to the city environment and what can be done to help them. Cost is \$4; pre-registration is requested. Call 247-5777.

## On Stage

**Through May 7** Philadelphia Festival Theatre for New Plays presents *Graceland*, an evening of four short comedies: *Fast Women* by Willie Reale; *Two Hot Dogs with Everything* by William Wise; *Graceland* by Ellen Byron; *No Trains for Harris* by John Heller; Harold Prince Theatre, Annenberg Center. Information: 222-5000.\*  
**Through May 8** The Philadelphia Drama Guild's *All My Sons*, by Arthur Miller. Hidden sins that pit son against father; Zellerbach Theatre, Annenberg Center. Tickets/information: Ext. 6791.\*

## Special Events

**April 26** *Twenty-Five Year Club Annual Dinner*, 5 p.m., University Museum. Information: Marion Pond, Ext. 6811.  
**April 26, 27** *Heptathlon and Decathlon*.  
**April 27-29** *Massage Marathon*, a Health and Wellness event of the CA; noon-8 p.m., Christian Association Building. \$4-\$10. Information: 222-5941.  
**April 28-30** *Penn Relays*.  
**April 29** *Class of 1984 Hey Day* (Student Life).  
**April 30** *Spring on Spruce Street*, Parent-Infant Center flea market and carnival, 10 a.m.-4 p.m. Raindate May 1.  
**May 5** *Alice Paul Awards Reception* to honor women students for outstanding contributions to the University; 4:30 p.m., Room 121, Van Pelt Library (Women's Faculty Club).  
**May 6** *Wine and Cheese Open House* sponsored by CGS, featuring special discounts, door prizes, entertainment by Don Kawash, and registration information for summer special programs; 5:30-7 p.m., West Lounge, Houston Hall. Information/registration: Ext. 6479 or 6493.\*  
**May 8** *Mother's Day Brunch*, featuring Club members' recipes, 11 a.m.-3 p.m., Faculty Club.

## Citiweek\*: Arts and Architecture

*University Citiweek*, an annual showcase of diversions and attractions available year-round in University City, is April 29-May 8. This year's focus is arts and architecture; Penn is sponsoring several activities highlighting the area's cultural and architectural richness. See the entries with the \*. For a complete schedule of dozens of *Citiweek* events call 472-7809, Ext. 2299.

## Sports (Home Schedules)

**April 26** *Baseball* vs. LaSalle, 3 p.m.  
**April 28-30** *Men's and Women's Outdoor Track*.  
**April 28** *Softball* vs. Trenton, 4 p.m.  
**April 29** *Women's Tennis* vs. Cornell, 2:30  
**April 30** *Women's Crew* vs. Princeton/Dartmouth  
**May 7** *Baseball* vs. Rider, 1 p.m.

Locations: Bower Field: *Baseball*; Franklin Field: *Men's and Women's Track*; Lott Courts: *Women's Tennis*; River Field: *Softball*; Schuylkill River: *Women's Crew*.  
Information: Ext. 6128.

## Talks

**April 26** *The West German Elections and the Nuclear Disarmament Movement*; Werner Kaltefleiter, University of Keil, former director of the Social Science Research Institute of the Konrad Adenauer Foundation; 11 a.m., University Suite 1, Holiday Inn. (Foreign Policy Research Institute). Reservations: 382-0685.  
*A Model for Lipid Peroxidation in Red Cells*; Dr. Arnold Stern, department of pharmacology, New York University; 12:30 p.m., Physiology Library, Richards Building (Respiratory Physiology Seminars).  
**April 27** *Patterns in Classical Music*; Robert Gjerdingen, doctoral student; 12:15 p.m., Room 233, Graduate Lounge, Houston Hall (GSAC Lunchbag Seminars).  
*Aging in the Female Reproductive System*; Dr. Luis Blasco, associate professor, department of obstetrics and

gynecology; 3:30 p.m., Room 196, Old Medical School Building (Center for the Study of Aging Faculty Seminar Series on Aging).

**The Space Shuttle Program;** Hans Mark, NASA; 4 p.m., Auditorium A2, David Rittenhouse Lab (Physics Colloquium).

**Benjamin on Reproducibility and Aura;** Joel Snyder, editor of *Critical Inquiry*, professor of art, chairman of general studies, University of Chicago; 5 p.m., West Lounge, Williams Hall (Departments of Germanic and Slavic Languages and Literatures, Comparative Literature Association of Students).

**April 28 Genetic and Molecular Analyses of Lacrosse Encephalitis and Related Bunyaviruses;** Dr. David H.L. Bishop, department of microbiology, University of Alabama/Birmingham; noon, 196 Med Labs (Microbiology Group Seminar Series).

**Are the Dutch Good Friends?;** Ambassador Jonkheer Leopold Quarles Van Ufford, Retiring Consul-General of

the Netherlands, New York City; 8 p.m., Joseph F. Bernstein Amphitheater, Steinberg Hall-Dietrich Hall (Dutch Studies Program).

**April 29 Nonreciprocal Microwave Devices (Continued);** Moshe Kisluk, visiting professor, Tel Aviv University; noon, room 222, The Moore School (Valley Forge Research Center Seminar, Systems Engineering Department).

**P.A.S. Lecture: The Acquisition of Andean Culture;** Billie Jean Asbell; 8 p.m., Rainey Auditorium (University Museum).

**May 2 Antidepressant Drugs: Effects on B-Adrenergic Receptors and on B-Adrenergic Responsiveness;** Alan Frazer, professor of pharmacology in psychiatry, VA Hospital; noon, Mezzanine Room 100, Old Medical School Building (Department of Pharmacology).

**May 3 Future Trends in Automotive Materials;** Julius J. Harwood, director, materials science laboratory, Ford Motor Company; 4 p.m., Auditorium, LRSM (Materials Science and Engineering, Engineering, LRSM).

**Genetic Control of Interferon Action Against Influenza Virus;** Dr. Otto Haller, the Rockefeller University, New York; 4 p.m., Room 235, Johnson Pavilion (Microbiology Graduate Group).

**May 5 Auto-Antibodies as Probes for Mammalian Gene Expression;** Joan Steitz, Department of Molecular Biophysics and Biochemistry, Yale University; noon, Room 196, Med Labs (Microbiology Graduate Group).

**May 6 Reversible Differentiation of Muscle Cells;** Luis Glaser, professor of biochemistry, Washington University, St. Louis; noon, Room 404, Anatomy-Chemistry Building (Pennsylvania Muscle Institute).

## To list an event

Information for the weekly *Almanac* calendar must reach our office at 3601 Locust Walk/C8 the Tuesday prior to the Tuesday of publication. The next deadline is May 3, at noon, for the May 10 issue.

# OPPORTUNITIES

Job descriptions and qualifications are listed only for those positions which have not previously appeared in *Almanac*. Positions which have appeared in a previous issue are listed by job title, job number and salary to indicate that the position is still available. Listings are condensed from the personnel bulletin of April 25 and therefore cannot be considered official. New listings are posted Mondays on personnel bulletin boards at:

**Anatomy-Chemistry Building:** near Room 358;  
**College Hall:** first floor;  
**Franklin Building:** near Personnel (Room 130);  
**Johnson Pavilion:** first floor, next to directory;  
**Law School:** Room 28, basement;  
**Logan Hall:** first floor, near Room 117;  
**LRSM:** first floor, opposite elevator;  
**Richards Building:** first floor, near mailroom;  
**Rittenhouse Lab:** east staircase, second floor;  
**Social Work/Caster Building:** first floor;  
**Steinberg Hall-Dietrich Hall:** ground 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 relations, 898-7284. 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 to be determined. Resumes are required for administrative/professional positions.

## Administrative/Professional Staff

**Admissions Officer II (5420)** \$19,800-\$27,375.  
**Application Programmer Analyst II (5154)** (5495) \$19,800-\$27,375.  
**Assistant Director III Annual Giving/Director of Medical Alumni Affairs (5400)** \$19,800-\$27,375.  
**Assistant Director V (D0135)** administers national program; acts as liaison between project office at the school and eleven national sites; analyzes project data and prepares materials for presentation and publication (master's degree, strong oral and written communication skills; willingness and ability to assume responsibility; three-five years' administrative experience; knowledge of computers and data manipulation) \$23,575-\$31,100.  
**Assistant Director Research Accounting (5520)** \$15,900-\$21,650.  
**Associate Director V (5452)** \$27,150-\$35,400.  
**Coordinator IV (5492)** \$18,000-\$24,350.  
**Department Head III (5474)** \$19,800-\$27,375.  
**Director, Office of International Programs (5515).**  
**Director of Development for FAS (Associate Development Officer IV) (5445)** \$31,000-\$40,500.  
**Librarian I-Catalog Maintenance Librarian (5429)** \$14,400-\$19,500.  
**Lieutenant (5522)** \$23,575-\$31,100.  
**Nurse Practitioner II (D0078)** \$18,000-\$24,350.  
**Placement Counselor II (5511)** \$15,950-\$21,650.  
**Research Coordinator (D0132)** assembles and coordinates data for cancer clinical trials, ensures patient eligibility, coordinates lab test monitor protocol compliance, completes and submits required reports; coordinates submissions of satellite hospitals and travels to them (degree; two years' experience in data management, biomedical or related field, good

interpersonal skills, car required for local travel) \$15,950-\$21,650.

**Research Specialist Junior (6 positions)** \$13,200-\$17,250.

**Research Specialist I (3 positions)** \$14,400-\$19,500.

**Research Specialist II (C0847) (D0117)** \$15,950-\$21,650.

**Research Specialist III (5508)** \$18,000-\$24,350.

**Research Specialist IV (D0099)** \$23,575-\$31,100.

**Senior Systems Analyst (D0108)** \$19,800-\$27,375.

## Support Staff

**Administrative Assistant I (D0126)** performs budget, bookkeeping and purchasing duties for project budget; arranges conferences and seminars (two years' college or business school, four years' related university experience, 55 w.p.m. typing) \$11,200-\$13,350.

**Administrative Secretary I (5514)** handles special projects assigned by the executive director and staff (high school graduate, three years' experience, familiarity with University procedures beneficial, excellent clerical skills and dictaphone required) \$12,350-\$15,350.

**Assistant to the Buyer (5478)** \$10,338-\$12,536.

**Audio-Visual Technician (5517)** \$13,200-\$17,250.

**Clerk II (5534)** processes service requests, work orders and purchase orders; assists in the coordination of special events; maintains budgetary logs; orders supplies; maintains files; schedules assignments; answers telephone (high school graduate, two years' experience, accurate typing) \$10,400-\$12,547.

**Clerk III (5496)** \$9,650-\$11,700.

**Clerk IV (5521)** \$10,325-\$12,500.

**Clerk, Data Control (D0120)** \$11,200-\$13,350.

**Coordinating Assistant (5513)** \$11,650-\$14,250.

**Coordinating Assistant I (5532)** processes position actions; responds to inquiries regarding policy; composes correspondence (high school graduate, some college preferred, three to five years' progressively responsible office experience, 55 w.p.m. typing, word processor experience desirable) \$11,650-\$14,250.

**Coordinating Assistant II (D0098) (D0118)** \$13,200-\$17,250.

**Data Entry Operator (D0112) (D0113)** \$10,325-\$12,500.

**Dental Assistant II (5533)** assists with training of dental students in four-handed dentistry; seats, positions and dismisses patients; completes clinic forms; assists students chairside; prepares area for treatment (degree from an approved dental assisting program, certification preferred, two to three years' clinical experience in a teaching environment) \$11,200-\$13,350.

**Designer Exhibit Assistant (D0136)** develops graphics, art work and creative design for wide variety of University publications (recent degree, course work and classroom experience in art and graphics, submission of a portfolio of class projects and other work will be required at the time of interview) \$11,650-\$14,250.

**Editorial Assistant (5524) (5525)** helps develop and promote news of the University with local and national news media; acts as a liaison between the University and the news media (recent University degree, strong writing, reporting and interviewing skills, typing skills essential) \$12,350-\$15,250.

**Electronics Technician II (D0083)** \$12,350-\$15,250.

**Estimator/Inspector (5415)** \$18,229-\$24,743.

**Equipment Technician (D0134)** maintains and repairs AV equipment; arranges for equipment rental; maintains library of audio and video tapes; trains and supervises work study students; maintains inventory of AV supplies (two years' experience operating and maintaining audio and video equipment, college level coursework in communications) \$9,650-\$11,700.

**Groom (5476)** Hourly wages.

**Histology Technician II (4914)** \$12,350-\$15,250.

**Information Systems Technician (D0041)** \$12,350-\$15,250.

**Junior Accountant (5505)** \$11,200-\$13,350.

**Junior Mechanic (5523)** \$10,400-\$12,457.

**Library Clerk (5535)** processes library materials; maintains library records; assists library users in locating and borrowing materials; types correspondence and other library records (high school graduate, typing skills, one to two years' experience in clerical position or library) union wages.

**Library Door Guard (5526)** Union wages.

**Mail Carrier (5531)** sorts, bags, delivers and affixes postage to U.S. and intramural mail (high school graduate, knowledge of campus and/or mailroom operations helpful, must be able to lift and carry 70 lb. mail bags) Union wages.

**Personnel Data Coordinator (5499)** \$14,114-\$17,428.

**Production Assistant (D0125)** receives mail; maintains files; answers telephone; maintains records of sales; deposits checks; develops and composes correspondence (high school graduate, three years' responsible clerical experience, 50 w.p.m. typing) \$10,325-\$12,500.

**Project Budget Assistant (2 positions) (D0121)** processes invoices and purchase orders; assists in reconciliation of comptroller sheets; prepares grey book budgets; composes correspondence; maintains filing system; (5460) maintains inventory records; prepares weekly payroll, TRFs and PAFs; assists in the preparation of budgets, grant proposals and overhead reports (University experience, knowledge of the University accounting system, accounting and/or math background, word processing knowledge helpful) \$11,200-\$13,350.

**Psychology Technician I (D0106)** \$12,350-\$15,250.

**Psychology Technician II (D0131)** conducts interviews and collects data for clinical study; analyzes data and performs statistical tests; writes monthly reports; collaborates in the writing of papers for publication in scientific journals and grant proposals; supervises staff; trains personnel; handles patient payment and petty cash transactions; operates video equipment (degree in psychology, experience in data analysis and patient interviewing) \$13,200-\$17,250.

**Records Assistant I (5490)** \$11,200-\$13,350.

**Receptionist III (5537)** arranges appointments; answers telephones; receives and distributes mail; maintains records and logs; types correspondence; copies and files documents (high school graduate, some college training, ability to operate office equipment, accurate typing, two years' related experience) \$11,200-\$13,350.

**Research Laboratory Technician II (D0119)** \$11,200-\$13,350.

**Research Laboratory Technician III (8 positions)** \$12,350-\$15,250.

**Research Machinist II (5345)** \$16,456-\$22,285.

**Scientific Glassblower II (D0094)** Hourly wages.

**Secretary II (5 positions)** \$9,650-\$11,700.

**Secretary III (8 positions)** \$10,325-\$12,500.

**Secretary IV (5435)** \$11,650-\$14,250.

**Secretary, Medical/Technical (4 positions)** \$11,200-\$13,350.

**Secretary, Medical/Technical (D0123)** types clinic notes; discharges summaries; answers telephone; types from dictaphone tapes (knowledge of medical terminology, previous experience with IBM mag card helpful) \$12,800-\$15,256.

**Secretary/Technical Word Processing (5479)** \$11,200-\$13,350.

**Section Leader I (5539)** collects, opens, stamps and distributes mail; maintains mail count; trains and supervises employees; coordinates mass mailings (high school graduate, one year's experience in mail room, familiarity with new direct mail technology desirable, must be able to work during University's mid-year break) \$10,325-\$12,500.

**Supervisor, Auxiliary Services (5527)** \$12,350-\$15,350.

**Temporary Coordinating Assistant I (5512).**