

# COUNCIL

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## **Year-End Reports Of Council and Independent Committees 1982-83**

### **To the University Community:**

*The quality of life in the University—for all its members, whether faculty, student or staff—is greatly influenced by the deliberations and recommendations of the University Council and Independent Committees whose work for 1982-83 is reported in the following pages. Council is the all-University forum where the Faculty Senate and the various Assemblies (both student and nonacademic staff) come together with the administration for information and debate on issues as diverse as last year's on recruiting, the draft, sexual harassment, and parking on campus and in the neighborhood. Those who follow University affairs are reminded that on Council itself and in the Committee structure are representatives of each constituency, who are accessible if you have questions or proposals. Their names are in Almanac October 18, 1983, and they can be addressed c/o the Office of the Secretary, 121 College Hall/CO.*



*Chair, University Council Steering Committee*

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## Academic Review Committee

During the 1982-83 academic year the Academic Review Committee received three requests from the provost for advice on the establishment of organized academic units. The first was the continuation of a review begun in April, 1982, of a Center for Health Policy and Planning submitted by Prof. William Peirskalla, executive director, The Leonard Davis Institute. The review of that proposal is continuing and we hope to complete it by the end of this summer (1983). The ad hoc subcommittee reviewing the proposal consists of Prof. Jacqueline M. Fawcett, Prof. Susan M. Wachter and Ms. Nancy C. Morgan.

A second request for review was forwarded by the provost from Dean Donald C. Carroll of the Wharton School. A U.S.-Japan Management Studies Center was proposed. An ad hoc subcommittee consisting of Prof. Paul Soven, Prof. Edward Thornton and Mr. Craig Eisele was appointed and reported their findings to the full committee on April 4, 1983. The full committee, on the basis of that report, recommended approval of the Center to the provost.

The final proposal submitted had also been submitted by Dean Carroll. It proposed the establishment of a Real Estate Center in the Wharton School. The proposal was initially reviewed by an ad hoc subcommittee consisting of Prof. Frank Goodman, Prof. Seymour Mandelbaum and Ms. Nancy Morgan. The subcommittee reported its findings at a meeting of the full Committee on May 5, 1983. Based on that report the Committee recommended approval of the Real Estate Center.

The diligence of the ad hoc committees along with the use of the review format adopted by the Committee has produced quite thorough and generally expeditious reviews of the proposals submitted to the Committee this academic year.

—Charles E. Dwyer, Chair

## Book Store

The Committee dealt with several important issues, including: computerization of store operations, relations with academic departments, pricing policy, and the type of merchandise to be carried and its relationship to allocation of space.

**Automation:** The Book Store will soon begin computerizing many aspects of its operations. This change should bring improvement in accounting, inventory control and other areas of management, and should help solve a problem in the trade book area which has been on the Committee's agenda for the past few years. To meet the needs of the many academic disciplines and subdisciplines of the University, the trade book section must carry a very wide selection of titles. A good deal of space is allocated to trade books at present, but the number of titles that can be carried is reduced by an overabundance of copies of some titles. This problem cannot be solved completely with the present manual method of inventory control. The computerized system should make possible significant improvement in the overall distribution of titles. Similarly, the new system should help the store management maintain an appropriate balance between titles that turn over rapidly and are, therefore, profitable and titles of lower turnover that must be carried to meet the title distribution requirement of an academic book store. The Committee recommends that the problem of title selection be reviewed periodically in the future.

**Relations with Academic Departments:** Good working relationships exist between buyers and some academic departments, but in other cases communications could be improved. The store management is attempting to address this problem and has established a program of meetings with department faculties and is considering the feasibility of a survey of departmental needs.

The store continues to make progress in textbook operations and the

inventory automation mentioned above should be very helpful in this area. However, several departments still order textbooks through stores other than the University Book Store. The store management is making efforts to retrieve this lost business and hopes in the future to be able to meet the needs of the entire University community. The Committee suggests that academic departments that for various historical reasons now order their textbooks elsewhere may wish to encourage their faculties to begin ordering through the University Book Store.

**Pricing Policy:** The Committee is aware that many members of the University community believe that the store's trade book prices are higher than they should be. Many books carried by the store can be bought more cheaply at nearby competitors. Liz Tuft, the store director, described her pricing policy to the Committee, pointing out that most competitors carry a much more limited selection of books. They deal in higher volumes and can therefore purchase books at greater discounts. The Committee believes that the store's current pricing structure is reasonable given the special nature of the store, but suggests that this matter be reviewed periodically.

**Merchandise and Space Allocation:** The Committee considered how much space should be allocated to books which lose money overall and how much allocated to other articles. The store is at present much more than simply a book store. The Committee has no specific recommendation to make regarding the allocation of space to book operations at the present time. However, the Committee takes the position that the academic nature of the store must be preserved or else its existence as a component of the University will be difficult to justify. The size and physical layout of the store also received considerable attention. There is some feeling that all book operations, including both text and trade books, should be consolidated in one area of the store to give that area the ambience of a true book store. The Committee suggests that the assumptions underlying current space planning be reexamined.

The store needs additional space for storage and service operations, and the Committee suggests that a five-year plan be worked out with the Department of Facilities Development so that additions and renovations can be made in an orderly fashion. The Committee notes that the store has already generated a sizeable accumulated surplus and will probably generate additional surpluses in the future. Therefore, funds for needed renovations and additions should be available. Some of the store's fund balances will be spent on the computerization program mentioned above.

**Other Areas of Concern:** The Committee noted that customers sometimes complain about the careless attitude of employees, especially part-time workers. The store management recognizes the problem of motivating people who work only a few hours a week, and will attempt to implement employee training programs in the hope of improving employee-customer relations.

The Committee considered several minor issues having to do with day-to-day operations of the store, such as check approval procedures, security arrangement, etc. The Committee has no changes to recommend but suggests that these matters be reexamined in the near future. The committee suggests also that next year's agenda include a consideration of the establishment of charge accounts for University members and also consideration of ways in which to make special ordering of books more convenient.

The Committee commends the store director and her staff for implementing many important improvements in store operations over the past two years and for their awareness of and sensitivity to the unique characteristics of an academic book store. The Committee looks forward with pleasure to continued dialogue with Ms. Tuft and her staff.

—Leon M. Rosenson, Chair

## Communications

The Committee met six times during the year: 10/25/82, 11/29/82, 2/28/83, 4/4/83, 4/25/83 and 5/9/83. The meetings began with a consideration of the agenda items suggested in the Annual Report of 5/82. These were:

1. Mechanisms for marketing and publicizing events on campus;
2. Student-staff information dissemination; and
3. Inter- and intra- constituency communication improvement.

**Agenda item 1:** A sub-committee was formed, R. Berkowitz, chair, L. Carter, and B. Atkinson, to study the current situation and to make recommendations.

**Agenda item 2:** a) A sub-committee of students was formed to consider the communication mechanisms available to students, both graduate and undergraduate, and to make recommendations for additions and improvements.

b) For the staff, or A-3, Una Deutsch and Harry Hance would address themselves to those problems in mechanisms of communication specifically of concern to staff. As an adjunct sub-committee, Mary Nichols, Phoebe Resnick, and Dale Paulshock would investigate the use of audio-visual techniques as means to publicize campus events.

**Publicizing Events:** The Berkowitz subcommittee devised a questionnaire, sent out 350 copies, and received 100 in reply. (A copy of the questionnaire and the report of the Berkowitz subcommittee are below. It will be suggested to next year's committee to followup on these recommendations.) The returns on the questionnaire received by Dr. Berkowitz will be collated and distributed.

The A-3 subcommittee had met and had endorsed the following recommendations which arose at the meeting of 2/28/83:

1. The Calendar group should be reconstituted to assist Ms. Karen Gaines in acquiring and compiling calendar listings for *Almanac*.
2. Departments should work toward compatibility of their computer and word-processing equipment and a coordinating committee might be a useful medium.
3. Maintenance of *Almanac* in present size and format could appear to be desirable from the standpoint of maintaining files.

In addition to the above items of business, the following areas were explored:

**Compatible Equipment:** The printing of a University catalogue every two years would preclude updating as the occasion demanded. Many items were standard, but course listings would need to be made current every six months to a year, since new courses would be added, others modified, and others dropped. There was a great need for compatible equipment, so that typing would need to be done only once for use by all Schools and so that updates could be done when necessary (e.g. course changes) and the information entered into the common pool. The discussions on compatible equipment were an ongoing item for discussion. The consensus of the Committee was that considerable time and effort could be saved by adoption of such a policy.

Discussions on a calendar for the University raised the following points: Funds which had been previously applied to the now defunct University calendar (in print last year) could be applied to *Almanac* which could then publish an expanded calendar—suggested by Ms. Gaines as a long pull-out which could be convenient for posting.

There was ongoing discussion on *Almanac*—how to expand an already effective publication to encompass more items than just Committee reports, policy reports, etc. Ms. Gaines attended several committee meetings and the discussions with her were interesting, edifying, and fruitful.

**Consciousness-raising:** Continued examination of the role of the Communications Committee emphasized the fact that the campus needed to have its consciousness raised with regard to the Committee. It was felt that more people ought to be made aware of the existence of the Communications Committee and of the function it could play in the University Community. The question of how this consciousness-raising could be accomplished is perhaps an item to be pursued by this Committee next year.

Possible agenda items (or goals) for 1983-84:

1. Follow-up on the work of the Berkowitz subcommittee;
2. Continue to explore means to improve intra- and inter-constituency

communications;

3. Continue the work of the subcommittee formed to explore the ways and means of introducing audio-visual aids to methods of communication on campus;

4. Work to raise the consciousness on campus in regard to the existence and function of the Communications Committee.

—Adelaide M. Delluva, Chair

### *Subcommittee on Mechanisms for Publicizing Events*

*Date: 5/4/83*

*Members of subcommittee: R.S. Berkowitz (chair); B. Atkinson; L. Carter.*

A subcommittee met several times during the school year. Existing methods of publicizing events, such as *Almanac*, *The Daily Pennsylvanian* and school or departmental publications were examined and were found generally quite adequate for most wants. However, it was felt that more effective use could be made of bulletin boards presently located throughout the campus. Accordingly, it was decided to assemble information for a bulletin board directory.

A questionnaire was sent to department offices and building administrators soliciting information about existing bulletin boards. About 350 such questionnaires were sent out; close to 100 were filled out and returned.

The information collected is currently being assembled; the directory will be distributed to all interested University offices, including at least those who answered the questionnaire.

## Community Relations

The Community Relations Committee met monthly in a series of lively meetings throughout the year. Faculty and staff representing a number of local communities (including Spruce Hill, Walnut Hill, Garden Court, Larsage, Cedar Park and Powelton) contributed significantly to discussions.

**Breakfast Series:** Our most visible activity was the continuing sponsorship of the community breakfast series, in which diverse members of local communities are brought together on campus (Stouffer Commons) to interact on topics of demonstrated community interests. These breakfasts both facilitate dialogue within the community and identify the channels within the University (and within the City as well) where concerns about specific issues may be addressed. Thus, the breakfasts serve to humanize and personify the University for residents who might otherwise regard the institution as monolithic and unresponsive. Distribution of the University Community Services Directory has also helped in this regard. Three breakfasts were held, one on Neighborhood Improvement (Dec. 9); one on Philadelphia: Past, Present and Future, with Ted Hershberg (April 8); and one on public schools, with Mort Botell and Dr. Constance Clayton, superintendent of Philadelphia public schools (April 29). The breakfasts are valuable in generating good will for the University and in promoting dialogue with the community, and should continue.

The committee considered a survey of community concerns gleaned by James Robinson, director of community relations. The list showed the following major concerns: crime prevention, employment, housing, and neighborhood upkeep. Secondary concerns were: education, service to senior citizens, recreation. It was good to see that the University itself is not viewed as one of the major problems! This list generated two of our three breakfast topics. It is clear that the University has a positive impact in many of these areas.

**Real Estate:** The committee determined that a major arena of impact, sometimes negative impact, of the University on the community, is in the area of real estate transactions, most especially commercial developments, as for instance is the 3900 block of Walnut St. Accordingly, we met with Treasurer John Pyne to explore ways in which community interests can be brought into the process of real estate transactions, and for dissemination of information concerning the University's intentions to affected parts of the community. We pointed out to John what a public relations disaster it is to inform the community of the University's intentions the day before the bulldozers move in! John's candor and geniality in discussing this whole question were much appreciated. As a result of this interaction, the committee passed the following resolution:

"Whereas consultation at as early a stage as possible is in the best interests of the community and the University, the committee reaffirms the principle that the community should be consulted on any physical development project undertaken by the University or its subsidiaries. The Office of Community Relations should be involved in identifying appropriate community groups and the form that such consultation should take. To better coordinate real

estate development, the Real Estate Council should be re-activated, and the Director of Community Relations should participate." We plan to continue consideration of real estate in the fall.

The committee interacted with David Burnett, who chairs an *ad hoc* committee on Outreach. We received an informational sheet from the Spruce Hill Community Association concerning a proposal for the implementation of permit parking between 40th and 46th Streets; the committee took no position on this matter.

In summary, it was a busy, important year. Our work was immeasurably enhanced through the good offices of Jim Robinson—he alone provides the continuity, visibility and organization that permits this committee to function. It is most unfortunate that the Office of Community Relations was omitted from the University telephone directory this year—this unfortunate lapse clearly counters the *desideratum* that the Community Relations Director be highly visible. The commitment the University makes to community relations is clearly expressed by the steps it takes to keep the director of community relations informed, by the advice it seeks of him, and by its willingness to involve him in the decisions that affect the communities that surround the University.

—Peter Dodson, Chair

## Facilities

### Organization and Support

The Facilities Committee met seven times during the 1982-83 academic year. The Committee dealt with many concerns, often using invited guests with special knowledge and expertise. The three subcommittees: 1) Energy (Jon Lang, chair), 2) Classroom Space and Scheduling (John Smolen, chair), and 3) Transportation and Parking (Vukan Vuchic, chair) met during the year to consider concerns in more detail in order to make informed recommendations to the committee as a whole. This summary report focuses on recommendations for future action. A longer one is on file with the Office of the Secretary.

The committee had a strong working relationship with the Office of the Vice President for Operational Services, Arthur Hirsch, and it was provided excellent staff support by Virginia Scherfel, Assistant to the Vice President.

Overall, the Committee was gratified that many of the recommendations made in its 1982 Report have been dealt with by the appropriate University administrators.

### Need to Address Short Term and Long Term Concerns

The committee recognizes that a feasible comprehensive facilities program not only requires concern about a variety of program areas, but it must also be concerned with a variety of time perspectives. The University must plan on a long term basis in order to have the physical facilities that will be needed to house future programs. To assure the longest service from current buildings, regular review, preventive maintenance, and modernization is needed on a medium range basis. In the short term, utility and comfort of present users depends on careful attention to detail—a broken thermostat or dirty classroom may make the best designed building uncomfortable for its users.

The efficient and effective maintenance and use of buildings is a joint effort of all users and the staff directly responsible for building services. More can and should be done to educate all users about such items as:

- Energy Conservation;
- Safety, including how to handle emergencies;
- The role of the Building Administrator.

Improving information for users will be a major focus of the Committee's work for 1983-84.

### Specific Concerns of the Committee

The role of the Building Administrator is crucial to the effective and efficient use of a building.

**Recommendation:** To improve the effectiveness of Building Administrators, the committee recommends that a standard format be used to prominently post the name, location, and telephone number of the Building Administrator in each location. In addition to information available currently, Building Administrators should be provided with basic information about how the heating and cooling systems function in their building and what to do in case of malfunctions.

**Energy:** A well developed plan for Energy projects has been developed by staff and a variety of repairs and modifications have been made to conserve energy in accordance with the overall plan.

**Recommendation:** To compliment the progress being made to conserve energy through physical modifications, a major effort is needed to educate building users about energy conservation. A comprehensive energy conservation education plan might include these elements:

- Continued orientation of Building Administrators to general energy issues and specifics of energy operation in their buildings.
- New posters, and articles in the *D.P.* and *Almanac* to promote energy consciousness and conservation.
- A campaign or contest with special focus on residence units.
- Other recommendations related to energy.
- A continuation of outside monitoring is needed for each building with reports provided to the Building Administrators on energy wasting practices.
- To promote the most energy efficient scheduling of space use, joint planning between the Energy Office and the Office of the Registrar is needed.
- The Energy Office should initiate or subcontract an audit of the small buildings on campus in the same manner that it has done with the larger buildings.
- The Energy Office should give the same attention to residential buildings that it has given to educational and administrative buildings in the past.
- The Energy Office should develop procedures to more systematically draw in the expertise of faculty/students of the Engineering School and architectural departments on campus.
- To assure long range energy efficiency, the Energy Office and the Office of Facilities Development should establish procedures to ensure that new building designs are energy efficient and that they enhance the comfortableness and pleasantness of outdoor areas.

**Transportation and Parking:** The committee reviewed changes in city parking regulations which would increase metering and meter rates. It was felt that these changes were in keeping with previously adopted guidelines on parking and transportation and would have the beneficial effect of increasing availability of parking space for short term users. The committee also reviewed University permit parking rates and approved a staff recommendation to increase rates by 10 percent during 1983-84 to meet increased costs.

The committee reviewed the proposal for resident parking permits in Spruce Hill and felt that inasmuch as the plan would have the greatest impact on various groups of residents in the Spruce Hill community, the University should neither endorse nor oppose the proposal, but should encourage the community to resolve the issue in a manner equitable to all residents.

The committee reviewed overall transportation and parking plans at a meeting of the University Council on May 4, 1983, and will consider the various suggestions made by those in attendance.

**Recommendation:** The Committee continues to recommend that any specific transportation and parking proposal be considered only as part of an overall transportation plan and policy.

The committee recommends that should SEPTA move forward with a plan to discount Transpasses to employers who contribute an additional amount, that the University consider participating.

### Classroom Space:

**Recommendations:** There is a continuing need to review the effectiveness of the Block System for class schedules and determine to what extent it can be instituted after appropriate modifications. Issues of sharing facilities not in the central pool and redistribution of class offerings also need to be addressed. The need for furniture repair and/or replacement must be dealt with.

The issue of conversion of classrooms into other uses is of great concern to the committee. Any such reuse must be carefully considered by top administration and should be approved only under the most compelling circumstances.

**Broadband Computer Cabling:** We have been pleased that the Provost has formed a committee composed of key administrators to advise him on computer usage and broad band cabling policy.

**Recommendation:** The committee recommends that this issue continue to receive top level oversight to assure that timely, comprehensive decisions are made.

**Asbestos:** The committee has noted considerable progress in implementing a reasonable and responsible asbestos program.

**Recommendations:** The program adopted will require continuing review of buildings and early identification of hazardous loose asbestos created by water and other damage. Education of all users, but particularly Building Administrators and Residential Life staff, is essential for continuing safety, and should be instituted in 1983-84.

### Superblock Landscaping:

**Recommendations:** Until a long term plan is developed and executed, several short-range problems need to be addressed including muddy paths and the use of the 38th Street bridge by cyclists.

**Major Projects:** Status—The committee heard reports related to a number of capital projects. These are in various stages of consideration, planning, approval, or execution.

**Recommendations:** Review of the need to relocate or renovate space for the School of Dental Medicine should continue.

Reuse of Centenary Hall and the Ice Rink should be studied.

Continued monitoring of developments related to the Civic Center and PGH is critical to assure that long term University interests are addressed. The Committee is pleased that the Capital Council seems to be functioning again in a systematic manner. The committee plans to review the adequacy of procedures related to major projects.

**Preventive Maintenance:**

**Recommendations:** A program to periodically survey all campus buildings should be in place, and provisions should be made for timely expenditures for corrections of identified problems.

—John D. Morrison, Chair

## International Programs

The Committee on International Programs met four times during the 1982-83 academic year, in November, December, March and May. In addition to monitoring the on-going activities of the Office of International Programs, such as the study abroad programs and the activities of the different exchange agreements, e.g. Ibadan, Shanghai Jiao Tong, Hong Kong, and Edinburgh, the Committee gave particular attention to the following matters.

**The Provision of Services to Foreign Faculty:** The division of faculty services is the most recent addition to the activities of the Office of International Programs, added to the services of the office in 1978. It is the Committee's feeling that a review of these services should be undertaken and the chair has requested the staff of OIP to undertake a survey of the foreign faculty population currently on campus. This information in turn should allow the Committee to review the situation and make suggestions for the future. This agenda item will be carried over to the 1983-84 agenda of the Committee.

**The University's Contribution to the Teaching of International Affairs in High Schools:** A subcommittee of the Committee on International Programs has been established to explore the various ways of linking the academic resources of the University to the programs of the Philadelphia High School for International Affairs, a unique magnet school now in its second year of operation. This committee is chaired by Prof. Daniel Wagner, GSE, and will continue its activities during the coming academic year.

A second area where the University is making a contribution in this regard is in the development of a proposal for a Governor's School for International Affairs. Under the auspices of the Pennsylvania Council for International Education (PaCIE), the proposal has been submitted to the Department of Education and the Governor's Office. If funded the Governor's School will be in operation by the summer of 1984 and will most likely be held in Pittsburgh, rotating to Philadelphia in the summer of 1985.

**Task Force of the International Dimension of the University:** The Committee kept informed of the deliberations of the Task Force through reports from the Task Force Co-chair, Prof. Humphrey Tonkin. The Task Force, which will conclude its work by the end of the fall semester with the presentation of a final report to the President and Provost, is addressing six major issues: 1) the current resources of the University and their most effective use; 2) the strengthening of the human and programmatic resources in the international area; 3) the programs at the University designed to offer education and training in aspects of international affairs; 4) international elements in the general curriculum; 5) changing patterns in higher education and the need for the international dimension; and 6) changing patterns in world affairs and the need to build them into the curriculum in higher education.

**Arrangements for the Office of International Programs 1983-84:** With the resignation of Prof. Humphrey Tonkin as coordinator of International Programs, the Committee reviewed the arrangements for the coming year. The Committee voted to convey its concern that the office retain its strong academic connection.

—David Solomons, Chair

## Library

The Library Advisory Committee devoted attention to three major topics during 1982-1983: library security, space, and basic directions and goals for the Library's 5-year plan.

**Security:** Library security was the subject of considerable attention. There has been long-standing concern for security of library materials in Van Pelt. Several incidents in the fall semester caused the Committee to give attention to the issue of personal security in the building as well. The Committee backed various measures taken by the Library to increase security. Access control during evening hours was inaugurated in Van Pelt in October, after which date the Library required all users to show personal identification to enter the building after 6 p.m.

The Library Advisory Committee strongly recommended the eventual extension of access control to all library hours and limiting use of the collections to persons with specific research purposes warranting access to Penn's library resources. At present, the main library experiences considerable use by visitors whose information needs could be just as adequately and often more appropriately served by a public library or the libraries of their home institutions. Allowing indiscriminate access to Penn's library places strain on the collections and on limited staff, who are called on to provide reference support and who must spend considerable time teaching uninitiated visitors how to use a complicated research library. It should be noted that the University of Pennsylvania is by now one of the few remaining large urban university libraries that does *not* limit access. From past experience it has been this unlimited access that creates security problems for the Library. The Committee strongly recommended that money should be added to the Library's budget for the implementation of stricter access control. As budget guidelines became firm for 1983-84, however, it was clear that the whole plan could not be implemented at one time. The Committee agreed that it was better to proceed in stages with the present evening access control being viewed as only the first important step towards enhancing security.

**Space:** As the Director of Libraries and previous Library Advisory Committees have forcefully pointed out to the University community, the main library is running out of space for shelving book and journal collections. For the last few years, the Library has been meeting its needs for more space by using a University storage building to house less heavily used material. The Committee supported the approach being recommended by the Director that space needs would best be met by a high density storage facility rather than through a major development campaign to construct a new main library or a major addition to Van Pelt. The most urgent need is for stack space, not space for users or staff. In supporting the storage option, the Advisory Committee stressed the needs for quick turn-around time in retrieving requested volumes and good bibliographic access to the material stored. The Committee concluded that any storage facility had to be very close to Van Pelt and recommended that any University construction on the vacant lot at 34th and Walnut Streets include, as one part of the structure, storage space for the Library.

**Directions and Goals for 5-Year Plan:** The Advisory Committee discussed at length the Director of Libraries' goals and directions for the University Libraries over the next five years as outlined in his report, "Planning Ahead," published in *Almanac*, December 7, 1982. The goals there stated were endorsed by the Committee. These included the installation of a comprehensive online system that would link the fourteen units of the University Libraries into a single coordinated network that would interface externally with components of the nationwide library information network, such as the Research Libraries Information Network (RLIN), and internally with the growing campus network of terminals and personal computers in faculty offices. Part of the development of such an online network is the task of converting a major portion of the records already in our catalogue into machine-readable form so that they will become part of this system. The Committee determined that an online system would also enable the Library more effectively to monitor and control various operations and make materials (journals, for example) more readily available to users. The Committee also approved a commitment to develop endowment funds for the growth and preservation of book, journal, and manuscript collections

and for the replacement of equipment and furniture in the University Libraries. Other possible ways to enhance the collections were also discussed, such as making greater use of microforms, and the Committee endorsed the Director's initiatives to explore these possibilities for future development.

—Ann Elizabeth Mayer, Chair

## Personnel Benefits

The Committee considered the following issues during the 1982-83 academic year:

**Faculty and Staff Scholarships:** Change in the University's Faculty and Staff Scholarship program was a major topic of discussion for the Committee. Revamping of the program had been a matter under study and discussion by the Committee for several years. The Committee discussions had focused on ways to increase the amount of direct grant scholarship aid provided for faculty and staff children in undergraduate degree programs at other colleges and universities. Last fall the Committee reviewed the Report of the Ad Hoc Committee on Tuition and Admissions for Faculty Children which included a proposal for changing distribution of scholarship aid for dependent children at "constant cost" to the University. After reviewing the Report of the Ad Hoc Committee, the Personnel Benefits Committee added the recommendation that the Faculty and Staff Scholarship be further revised to extend the same benefits to A-3, A-4 staff as are enjoyed by A-1 employees. This matter had also been extensively discussed by the Committee during the past several years. With the addition of its own recommendations with respect to A-3 and A-4 eligibility, the Benefits Committee endorsed the plan proposed by the Ad Hoc Committee. The recommendations of the Benefits Committee with slight modifications were later adopted by the University. The revised policy was published in its entirety in *Almanac*, July 12, 1983, with an effective date of July 1, 1983.

**Retirement Alternatives:** The possibility of offering alternatives to the University's current array of TIAA/CREF and Pennsylvania Annuity Plan, Supplemental Retirement Annuity Programs, and alternative vehicles for TIAA/CREF Retirement Plan participants has been under study for a number of years. The report of a special task force on this subject was presented to the Benefits Committee. A number of other colleges and universities have been exploring this issue during the past several years and a few have set up alternatives to their TIAA and CREF plans. The Benefits Committee will continue to monitor this issue as it affects University faculty and staff.

**Benefit Survey:** In February, 1983, Johnson and Higgins conducted a benefit evaluation survey among faculty and staff. The general design of the survey and the survey questionnaire were presented to the Committee by consultants earlier in the year. Survey findings will be reported to the Committee when it reconvenes for the 1983-84 year.

**Committee's Role:** During the course of the year just completed, questions about the role of the Benefits Committee came to the fore because of the efforts of particular constituent groups to influence certain issues. For example, the Faculty and Staff Scholarship program overhaul was extensively discussed in the Faculty Senate and the Benefits Sub-committee of the Senate's Committee on the Economic Status of the Faculty. It was also a matter of important attention for the Steering Committee of the A-3 Assembly, for the A-1 Assembly and for an Ad Hoc Committee appointed by the Provost. On issues of such wide interest and complexity as the scholarship program, it is imperative that the Benefits Committee be able to function effectively as the central coordinating agency for input to the University and for consultation under the University Council Governance arrangement. The work of the Benefits Committee impacts on the lives of all member of the University family, their spouses and children. This committee of Council has for many years joined faculty, staff, and administrators in discussion for the good of the University of Pennsylvania. It should continue to be the final conduit for review and advice to the administration on benefit matters. We look forward to continuing this role in the future.

**Life Insurance:** Increased group life insurance coverage for active faculty and staff, ages 65 through 69, was considered by the Committee. In view of the amounts of insurance provided by the University to personnel under age 65, insurance for those over 65 needed to be at least one and one half times base salary in order to comply with the Age Discrimination in Employment Act of 1978. The Personnel Office representative proposed that the multiplier should be one and three quarters. The higher multiplier was recommended in the interest of achieving a smoother transition in insurance brackets for the affected group. The Committee endorsed this concept and the increased insurance coverage became effective July 1, 1983.

I express for the entire Committee my appreciation for the excellent staff work provided by ex officio members from the Office of the Comptroller and Vice President for Human Resources. The Committee is particularly gratified by the evaluation of the Benefits function and recognition of its importance to the University community by the appointment of Mr. James J. Keller, Manager of Benefits, as liaison to the Committee. The Committee also appreciates the support and interest of Mr. Gary J. Posner, Vice President for Human Resources.

—Edward B. Shils, Chair

## Recreation and Intercollegiate Athletics

The six meetings of the Committee were largely devoted to discussing policy and planning issues identified last year: procedures regulating the transition between varsity and club status for Penn sports, trends in the budgeting for recreation and for intercollegiate sports over the past few years, issues of equity and parity between men's and women's sports, and policies and practices in admission and attrition among student athletes. Much of the work of gathering and summarizing the information and issues for the members was done by subcommittees formed at the beginning of the year.

Several years ago, the Committee had worked out guidelines changes in the varsity or club status of sports. These were reviewed and reaffirmed, with the question of the proper duration of added financial support for a sport in transition from varsity to club status singled out for further discussion in the coming year.

A review of the fee structure for usage of recreational facilities was begun, with consideration given to our practices compared with other Ivy League schools and to the possible consequences of increasing or imposing fees for some categories (chiefly faculty, staff, and affiliates) now charged low fees or none for access to recreational facilities. The subcommittee will meet during the summer and will have recommendations to present next fall for consideration by the Committee and other interested parties.

The review of budget trends, sport by sport and year by year, continued. Some needed data could not be assembled by the end of the term; a final subcommittee report will be prepared on this topic by the next meeting.

**Special Admissions:** The subcommittee on special admissions submitted a report ranging over a number of interrelated issues arising out of the McGill report and our current admissions practices, and making specific recommendations for action. The report was briefly discussed and adopted. Its recommendations may be summarized as follows:

1. That a regular and continuing practice of consultation among the undergraduate schools, the Counseling Office, and the Admissions Office be established in order to inform and improve our practices in admitting and counseling student athletes.

2. That a clear and consistent definition of "parity" or "equality" between men's and women's sports be formulated.

3. A significant contribution to the competitive success of Penn sports is made by especially talented athletes identified as such in the admissions process. The McGill report regulates the proportion of each entering class allotted to this and to other components. The number of these 'special' athletic admissions per year is therefore essentially fixed. The fraction of special admits allocated to women's sports has increased in recent years (a trend the Committee endorses); so has the fraction allocated to football and to some other sports for men. There has been a consequent reduction in the number of special admits available for other men's sports, with apparent consequences for their

competitive position with the Ivy League. The allocation of special admits among sports is a policy issue and should be regularly reviewed and discussed with the interested parties, including the staff of the Athletic Department and the Admissions Office.

4. "If the schools' faculties are responsible for instructing, monitoring and evaluating student athletes, they should play the leading role in admitting them. Athletics is secondary to academics at Pennsylvania. Similarly, the Admissions Office serves the policy and philosophy of the undergraduate schools. This committee recommends a reenforcement of these basic understandings."

**Consultation:** What emerges most forcefully from this subcommittee report and from the work of the Community as a whole over the year is the need for a continuing, active process of consultation and policy making by the Committee, the senior administrators of the Athletic Department, the Admissions Office, and the Counseling Office, in the interests of the student athletes and the institution as a whole. This consultation will require full access to data on the admissions and progress of student athletes and the student body in general. We urgently recommend that the Committee establish the needed consultative procedures, as recommended here, as promptly as possible, and that these objectives be vigorously pursued.

—John G. Fought, Chair

## Safety and Security

The Committee met monthly throughout the year. Much of the time was spent on reports from various members of the University's staff dealing with safety and security. The chief issues discussed included security of buildings and parking lots, the extent of drug pushing on the campus, bus and escort service, security measures for the Van Pelt Library, and general problems of safety. Specific action was taken in regard to the following.

**Library Security:** We supported the Van Pelt Library in instituting a system of identification checks on people entering the Library after 6 p.m.

**Safe Transportation:** We attempted to deal with the problem faced by students living off campus who find it difficult to find safe transportation from one point off campus to another. The present escort service is unable to help them since it is overloaded doing its present job. Ruth Wells of the Department of Public Safety is now attempting to work out a solution using the University Bus system.

**Public Safety Director:** We participated in the Advisory Committee appointed by Vice President for Operational Services, Arthur Hirsch, to assist in the appointment of a new Director of Public Safety.

**Parking Safety:** After the most recent incident involving an attack on Professor Murray Gerstenhaber in the 32nd and Walnut Street Parking Garage, the Chair met with the Vice President for Operational Services and Steven Murray, Director of Transportation and Parking. From now on the part-time security personnel stationed at the 32nd and Walnut will be replaced by a full-time guard from 7 a.m. to 11 p.m. Signs will be posted warning users of the Garage not to use the fire exits except in case of fire. A system providing for better coordination between the Department of Transportation and Parking, and the Department of Public Safety will be implemented.

**Departmental Cooperation:** In discussions with the heads of various safety departments such as Radiation, Fire, and Environment, it became apparent that closer cooperation is needed between these departments and such other departments as physical plant and public safety. This is particularly true in the case of planning for new and remodeled facilities. The laws governing environmental and others areas of safety are changing very rapidly, and there have already been several cases of expensive changes in physical plant being required when these laws have been violated because of a lack of on-going communication among the various departments concerned. Although the present heads of the various safety departments work well together, they often come

under different branches of administration within the University. It has been suggested that some vehicle is needed to bring these various departments together at the highest level. It is a complex problem. The Chair has discussed the problem with the Vice President for Operational Services, who supports such an idea, and has written a letter to President Hackney suggesting that a special administrative task force be appointed, including the heads of various concerned departments, to look into the matter. A copy is below.

**Committee's Future:** Finally, I have some concern about the future of this Committee. The Committee was formed at a time when the University was facing an increasing number of crisis situations, especially in the area of public safety. Now that the University has a fully professional and efficient police force, incidents still occur, but they are usually handled effectively by the administrative units in charge. This is good, but it means that people no longer regard this Committee as important as it once was. As a result, attendance at Committee meetings this past year has not been very good. There was some interest at the beginning of the year especially on the part of women students and staff personnel. However, except for the meeting at which we discussed the appointment of three members of the Committee to serve on the advisory committee mentioned above, very few people attended at all during the second semester except for administrators.

I feel that there is a definite need for this Committee. It provides a vehicle through which members of the faculty, student body, and administrative staff can express their concerns when they feel problems are not being properly dealt with by the administration. It also provides a cross-the-board group which can discuss various long-term problems, such as an off-campus escort service, and push for their solution. I also found that in my position as Chair of a Council committee, I had easy access to high level administrators and therefore could gain an immediate hearing when an important issue did come up. I would recommend that next year the Committee Chair attempt to define certain problems that need attention early in the year and then appoint sub-committees to deal with them. However, I think the general problem should be considered by the Committee on Committees or some other appropriate body.

—W. Allyn Rickett, Chair

*The following letter was sent to President Hackney, May 1, 1983, from Professor Rickett.*

I am writing to you as Chair of the University Council Committee on Safety and Security. During this past year the Committee spent some time discussing various problems relating to the operations of various safety departments in the University. In these discussions involving such people as Matthew Finucane (Environmental Health and Safety), John Thomas (Radiation Safety), James Miller (Fire Safety), and John Logan (Public Safety) it became clear that even though as individuals they work well together, there are some difficulties in coordinating their activities with the rest of the University, especially in such areas as physical plant. Part of the problem is due to the fact that the various services concerned with safety within the University come under different branches of the administration such as the Provost's Office or the Vice President of Operational Services. They pointed out that the laws and regulations concerning various areas of safety are becoming increasingly complex and changing constantly, and that the lack of on-going communication has led to several incidents when costly changes in physical plant have become necessary. There is also no one body which can provide the University community as a whole with the information it needs to be certain that it is acting in accord with the most recent regulations and in the interest of its own safety.

Therefore they suggest that some high-level body, perhaps a presidential administrative task force, be appointed to look into this matter and devise some way of bringing about better coordination among the concerned departments in dealing with these matters. I have spoken to the Vice President for Operational Services, Arthur Hirsch, about this matter and he concurs that such a high-level body including the heads of concerned departments would be helpful and has offered to be of whatever assistance he can. I hope you will give this matter your attention for if what the safety people mentioned above say is true, lack of University-wide communication on these matters could become an increasingly serious problem.

## Disability Board

During the 1982-83 academic year, the full Long Term Total Disability Board met three times. The Medical Subcommittee met formally once and held repeated consultations on individual cases.

**Changes in Status:** A sad note during the year was the unusual number of deaths among the recipients of disability benefits—ten in all, including two individuals whose applications for disability payments were approved within the same year. In addition, eight people moved from disability status to retirement income, four returned to work, and five had their benefits terminated because they were found through medical examination to be no longer totally disabled. Thus 27 people were removed from the rolls during the year; nine were added. The total receiving benefits as of June 30, 1983, was 115.

This net reduction of 18 recipients, coupled with an intensive effort to encourage and help disabled staff members to obtain Social Security benefits, resulted in a reduction of cost to the University of \$94,333 from \$740,665 in 1981-82 to \$646,332 in 1982-83. The cost of the program remains about one half of one percent of eligible payroll.

**Rehabilitation:** Again, this year, the services of rehabilitation specialists were utilized both for people already receiving disability payments and for those on extended sick leave whose medical problems indicated the likelihood of an application for disability. These specialists can be credited with assisting at least four disabled people and five on extended sick leave to return to work. In addition to the human savings this effort produced, actual cost savings exceeded the investment in rehabilitation services.

The Board considered four appeals from individuals whose benefits had been terminated and three appeals from individuals whose initial applications for disability benefits had not been approved. In each instance the Board found that the medical evidence was convincing and that proper procedures had been followed.

The Board also took follow-up action concerning a matter that had been approved several years ago. At that time, the Board authorized staff to supplement the salary of a rehabilitated individual who returned to work for the University at a salary lower than that paid at the time of disablement; however, no decision was made originally as to how long such a supplement should last. During 1982-83, the Board acted to phase out any such supplement by reducing it by 50 percent of any subsequent salary increase.

**Early Coverage:** Finally, the Board acted to clarify an amendment to the Plan which had been adopted during 1981-82 as an alteration to the Early Coverage provisions:

1. Language of the Plan was changed to make it clear that Clinician

Educators at the rank of Associate Professor or higher are eligible for early coverage; and

2. Examination standards for Early Coverage were proposed by the Medical Subcommittee and adopted by the Board.

—Dan M. McGill, Chair

## Open Expression

The Committee on Open Expression examined several cases during the year and resolved them satisfactorily. During discussions, the Committee reached several conclusions and would like to make the following recommendations to be shared by the administration and future Committees on Open Expression.

1. The committee unanimously supported the present guidelines on open expression and opposed any amendments that would increase their specificity. Guidelines must be sufficiently flexible to be useful. The present guidelines have been examined carefully over the years and have served us well during periods of unrest. *We recommend that they be not amended but that adherence to the present guidelines be enforced. Non-conformance should result in immediate and appropriate action by the judiciary.*

2. The committee recommended an addition to its charge requiring a meeting early in the fall term to inform the members of the committee's responsibilities. These include:

- (a) Adherence to the guidelines.

- (b) The presence of members of the committee at events where there is potential for violation of the guidelines. This potential is ever present in all demonstrations. As much advance notice as possible should be provided by the Office of Student Life in order to facilitate attendance.

- (c) The committee is responsible for the publication of the guidelines in *Almanac* at the beginning of the fall term. The guidelines should be published in *The Daily Pennsylvanian* at the same time. However, the present committee has not been successful in persuading *The Daily Pennsylvanian's* editors to do so; the administration has promised to help in this matter. The guidelines were also published in *Intro to Penn* and should continue to be published there.

- (d) It would seem wise for future committees also to meet at the end of the spring term to review the year's accomplishments and to frame recommendations as necessary.

3. *We recommend that appropriate support be given to student organizations that have invited controversial figures on campus and feel the need for security measures beyond the norm.*

4. *We recommend that liaison between the Public Safety Office on one hand and the Office of Student Life on the other be very closely observed. Liaison between these two offices is of utmost importance for the proper observance of the guidelines.*

In conclusion, the chair would like to express her appreciation to all members of the committee, and in particular, to its secretary Robert G. Lorndale, who has done much of the hard work. I hope future chairs can be as lucky as I was in having such an effective, supportive committee.

—Madeleine Joullie, Chair

*The Academic Planning and Budget Committee's Report for 1982-83 appeared in Almanac September 27, 1983.*

*The Committee on Committees shares its results by issuing an annual call for nominations to serve (Almanac January 18, 1983) and filling the places on committees for the coming year (see lists, Almanac October 18, 1983).*

*Committees not reporting for 1982-83 are the Council Committees on Research, Student Affairs, and Undergraduate Admissions and Financial Aid, and the Independent Committees on Faculty Grants and Awards, Honorary Degrees, and Student Fulbright Awards.*