

University Council and Independent Committee Reports 1991-92

To the University Community

Here are several year-end reports of University Council and other standing, independent committees. They convey the concerns, ideas, and judgments of active, involved members of our community. These reports not only state actions taken and suggestions made about issues of the past year, but also outline some unresolved issues for the future.

Please read them. Most of them are brief. They will make you more aware of some actions of importance to Penn, they will alert you to some unsolved problems, and they may even move you to express your own opinions.

Should you wish to weigh in on any of the matters discussed here, you can communicate with the current chair of any of the committees, through the Office of the Secretary, 121 College Hall/6382 [or see Almanac Supplement November 10, 1992]. Such communication does not *automatically* make you a leading candidate for future service on that committee. However, the Council's Committee on Committees will shortly issue its traditional call for nominations to these committees. Your efforts and expertise would be appreciated.

With sincere thanks to all the hundreds of members of the community who served the University on these committees, I commend their reports to you.

— *David K. Hildebrand*
Chair, Faculty Senate
Chair, Council Steering Committee

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Bookstore

At a time when the National Association of College Stores reports that of 78 university bookstores doing \$6 million or more business, 18 reported decreased sales, and when university bookstores find themselves reducing staff, services, and products, the Committee generally feels that the University of Pennsylvania Bookstore is successful, well-managed, and an asset to the campus. In spite of the economy and increased university rental, the Bookstore has been able to maintain a modest profit margin. The Bookstore continues to strive to serve faculty, students, staff, alumni and other members of the university community. In doing so the Bookstore has had to deal with problems not solely of their own making. The Committee feels very hopeful that with the increased space in the future Campus Center, the Bookstore will be able to build upon its strengths and to do even more when it is not as constricted as it now is by lack of sufficient space.

The University Council's Bookstore Committee met six times during academic year 1991-92 with all meetings well-attended by faculty, staff, and student members. Major topics discussed were: space, the Campus Center Bookstore, security issues, faculty orders, the Wharton report on the Bookstore, a customer service survey, cooperation with the Bursar's office, the Penn Tower Bookstore, student participation on the Committee, misconceptions about the Bookstore, and intra-university cooperation. The following is a short synopsis of topics discussed and the committee's position and-or recommendation(s).

I. Space

Much of the Committee's time in 1989-90 and 1990-91 was spent discussing the lack of space in the existing Bookstore. The Committee began the 1991-92 academic year by touring the Bookstore's work area. Our guides were Michael Knezic and William Petrick of the Bookstore. The workspace is small and overcrowded with most people working in an area no bigger than a small closet. The area at peak times of the year is almost impassable. There is little room for storage and much of the Bookstore's storage is at a remote site located at 3609 Powelton Avenue. The public part of the store has reached its capacity, especially with the addition of the Biddle Law School textbook business. The ability of the Bookstore to handle additional textbook business from other departments on campus is being severely compromised by this lack of space. There is no question that the Bookstore is losing customers to other area stores. It will continue to do so until the space situation is corrected by the new Campus Center store. The Bookstore in the interim must continue and increase its public relations and advertising efforts to keep its present customer base. The Committee has asked Steven Murray, Associate Vice President of Business Services, if additional space could be found for the Bookstore, primarily from adjacent properties on 38th Street. He advised us that the University was looking into the matter but felt that the cost of expansion for a short period of time would not be recovered in the period before moving. The Committee urged Mr. Murray to continue his efforts for more Bookstore space in view of the delays in the Campus Center Bookstore.

II. Campus Center Bookstore

For the last three years the Committee has been kept abreast of the plans by Steven Murray, Mike Knezic and Dr. Stephen Gale. Due to university financial exigencies, the opening date for the Campus Center Bookstore is now spring 1996 (no later than July, 1996).

The Committee has strongly advocated separate text and trade areas (preferably different floors) so that trade business would not be impeded by the text traffic. Presently, non-student customers tend to avoid the bookstore during the first few weeks of classes due to the textbook crunch. The Committee has also recommended the collapsing of the textbook area after the first few weeks of classes so that the area (which is normally unused for the rest of the semester) may be used to expand the trade book selection.

The Committee further recommends that *immediate* steps be taken to allocate additional space for the existing Bookstore if the Campus Center Bookstore is delayed further than spring 1996. Steps need to be taken to avoid the loss of more customers to the area bookstores.

III. Security

The Committee's first meeting in fall 1991 was postponed due to the armed, physical assault upon the Bookstore manager, Michael Knezic on October 17, 1991 as he arrived in the morning to open the store. He sustained a broken nose and injuries to his eye. The assailant was not apprehended though the University Police responded to the store's silent

alarm within three minutes. Nothing was taken from the store. Subsequent to the assault, the university police now escort employees to and from the bookstore parking facilities in the early morning and late evening.

The Committee praises the cool and calm manner with which Michael Knezic handled this frightening situation. It also urges the University to thoughtfully consider potential security problems in the Campus Center Bookstore. The Campus Center facility will be open 24 hours and employees will need to walk to and from remote parking and transit sites in the early morning and late at night.

IV. Faculty Ordering of Texts

Once again the Committee discussed the problem of faculty book orders that are placed very late or that are placed with incomplete and/or incorrect information which impact greatly upon the Bookstore in both time and money. In an effort to analyze the depth of this situation, the Bookstore, in conjunction with Business Services, is in the process of forming a Total Quality Management team to assess the situation which has resulted from situations such as the following example: Thirty percent of faculty orders for the fall received after August 1st, despite the fact that the Bookstore sends order forms to faculty in May with a follow-up in July.

This year one faculty member ordered texts, and the Bookstore paid-received-processed these books, the professor then canceled that order, the Bookstore had to de-process and return these books, the professor then ordered another book, the Bookstore again processed and paid for them, the professor then canceled the order, the Bookstore returned it, and then the professor ordered yet another book. The Bookstore received that book and then had to return it after the professor canceled his order once again. This process continued until after four orders and cancellations, the professor finally re-ordered the first title. This one order and this one faculty member cost the Bookstore a tremendous amount of staff time and money (postage for returns, staff salaries, etc.).

Also this year, the Bookstore received books directly ordered by a professor who asked the publisher to send the books to the Bookstore. The Bookstore was not notified and had to spend staff time tracing back the order to the professor.

The Committee *strongly* recommends that the Bookstore and the University establish some means whereby the departments of faculty and teaching assistants who abuse the Bookstore by their imprudent actions be assessed a fee to recover Bookstore costs. The Committee has also discovered that most departments do not monitor the text ordering of its members, including teaching assistants. The Committee feels that if the departments became more involved the Bookstore would face fewer of these absurd and costly situations.

V. Bookstore Customer Service Survey

For the third straight year the Bookstore commissioned a survey of its customers by Key Management Strategies, a management consulting group from Elkins Park, PA. The survey showed continuing improvement in most areas of customer services, especially in courtesy and assistance of the employees.

The Committee applauds the continuing training efforts of the Bookstore to make its employees more responsive to its customers. The Committee feels that the bookstore manager, Michael Knezic, provides fine leadership in this area. He has always been ready to discuss any problem or matter of concern with any individual or group. The Committee recommends the continued monitoring of the Bookstore's customer service.

VI. Wharton School Report on Textbook Department

This year, a Wharton School class project analyzed the current process for estimating demand, ordering, and managing the inventory of textbooks. The report recommended the following:

1. use of the Order Generation Process Model which uses information from the University's PARIS registration system to improve demand estimation
2. increasing the ordering of used books
3. improved inventory control through an on-line real time point of sale system.

The Bookstore is in the process of investigating the use of the PARIS system but has become aware of some drawbacks—such as the fact that registration for a class can vary considerably within the last few weeks of summer and the first weeks of class due to drops-adds. The Bookstore has established a computer link with the Student Records Office which

will allow the Bookstore to review actual numbers of registrants.

The Committee approves of the bookstore's efforts to try to minimize the over-ordering and under-ordering of texts. The Committee also recommends that the Bookstore track major courses and match enrollment with the books ordered in order to try to devise an algorithm for ordering. It has been noted by some members of the Committee that students often do not buy the text but share one with a friend or rely upon the library having copies on reserve. The committee also strongly recommends any efforts by the Bookstore and the University administration which will place some type of responsibility on the faculty who order texts.

VII. Textbooks and Bursar Charges

The Bookstore is continuing its discussion with the Bursar's office on the feasibility of adding textbook charges to the student's bill from the Bursar. There may be possible implementation of this billing by September 1992, provided that the financial implications (uncollected debts) to the University can be reviewed and implemented.

The Committee supports this undertaking if it results in making the purchase of textbooks easier for students and the Bookstore alike. The Committee also recommends that billing to the Bursar be limited to textbooks and perhaps stationery supplies. Purchases of clothing, sundries etc. should not be included at this time. This procedure, if undertaken, should be monitored and results, including and plans for modifications and corrections, be reported to the Committee.

VIII. Penn Tower Bookstore—Gift Shop

The plans for a satellite Bookstore at the present site of the Penn Tower Gift Shop continue, with plans to open sometime year 1993. The Bookstore will stock assorted books and magazines and expand the gift shop operation.

The Committee approves of this effort to enable Penn employees, students, faculty, hospital visitors, etc. in that area of the campus to have access to the Bookstore. The Committee also suggests some type of link to the main store to enable people to order or to check on stock and to have items delivered to the satellite store.

IX. Bookstore Committee/University Council/GAPSA

The issue of enhanced student representation is a pervasive issue in University Council and the Bookstore was called to account on this and the concerns were exacerbated by the ill-founded faculty allegations that the Committee does not meet often and accomplishes little.

One of our Committee's members, in response to a faculty member's comment, informed the University Council that this Committee was a working and active committee with significant attendance and input from all its members which may not have been the case prior to 1989.

The Committee was also accused by the GAPSA leadership of not wanting student participation. The Bookstore Committee has always welcomed participation by all of the students assigned to it. The Committee Chair has repeatedly asked that student members be assigned and the chair notified as early in the semester as possible so that students do not miss two or three meetings. Phone calls from the Chair to GAPSA leadership were not returned.

The Committee strongly supports student members and urges that the Committee chair and its faculty members be present at as many University Council meetings in the future to answer all questions and accusations and to present matters of significant importance to the faculty. The Committee also urges student government leadership to be more responsible by checking directly with the committees and chairpersons on matters it deems important enough to comment upon at Council.

X. Misconceptions about the Bookstore

Many of the adverse comments and criticisms about the Bookstore reported in *The Daily Pennsylvanian* and other campus literature seem to stem from a misconception about the Bookstore: what it is, what it does, and why. These misconceptions are held by faculty, students, and staff alike. There are some who believe that there should be discounts on books and some feel that the Bookstore should only sell books. There are reasons why neither of the above are fiscally feasible:

1. The book departments deal with over 50% textbook items for which the Bookstore receives little or no discount margin from the publisher. The Bookstore receives no discount. Also, the Bookstore orders in much smaller quantities thereby not qualifying for quantity discounts. The competing bookstores in the area, for the most part, do not face these two problems.

2. The Bookstore maintains a significant staff, both full-time and part-time. In addition to the payroll for which the Bookstore is responsible, it also is responsible for contributing to the benefit package for each em-

ployee. The Bookstore pays an additional 29.9% of a full-time employee's salary for benefits and 13% for a part-time employee. The University of Pennsylvania provides one of the best benefit packages in the Philadelphia area at significant cost to the units involved. This substantial cost to the Bookstore is one which most area bookstores do not have. The Bookstore is also charged a significant rent by the University.

3. The Bookstore maintains other non-book departments not only for their profitability but also for the benefit of those it serves. These departments provide materials and services which have been asked for by the Bookstore's patrons. The Bookstore serves students who need a convenient place to stop and buy toothpaste or an anniversary card for their parents; the Bookstore serves alumni who need a new Penn sweatshirt; the Bookstore serves visitors who would like to have a souvenir of their visit to Penn; it serves university staff who want to buy the latest bestseller or to get a roll of film developed from their vacation.

To make the Bookstore a one-dimensional store would greatly diminish the "quality of life" on campus for many. For those who dislike the multi-dimensionality of the Bookstore, the plans for the new Campus Center store include physically separate book and non-book areas.

The Committee offers its assistance and strongly encourages the Bookstore to devise ways of educating the Penn consumers about the Bookstore. This will include informing those who question why the bookstore sells stationery, clothes, sundries, etc.

XI. Intra-University Cooperation

The committee has felt at times that the Bookstore's viability is often compromised by units within the University itself. We've seen the renting of space to a small bookstore in Houston Hall, and more recently a university insignia clothing store in Houston Hall thereby creating more on-campus competition. There also seems to be less than optimal cooperation between the University Press and the Bookstore.

In its continuing effort to stock titles written by Penn professors and staff, the Bookstore in early spring 1992 mailed a flyer and post card to 600 faculty-staff-administrators. The flyer-questionnaire asked which term paper formats were required and how and why the respondents purchased books. The post card asked for information concerning the professor's next planned book and information about visiting authors expected on campus. Very few had been returned by May 1, 1992. The Bookstore makes every effort to display books of celebrated authors and academicians who come to lecture at the university. The Bookstore, however, often does not get advanced knowledge of these visits and often has less than 24 hours notice to produce a display. The Bookstore would welcome prior knowledge of these events from the faculty or colleges involved and will be happy to promote the lecture.

The Committee has also received a complaint from a faculty member on campus about the seemingly bad cooperation between the University Press and the Bookstore. Apparently when querying the Press as to why the Bookstore did not have more copies of a Press publication, the faculty member was exposed to a succession of negative comments from the Press employee. The faculty member was appalled at the tone and criticism coming from another University agency directed at one of its own.

The Committee strongly urges the Director of the Bookstore to devise ways of presenting the bookstore's case more forcefully in matters relating to the Bookstore's well-being. It also offers its full support and assistance in doing so. The Committee also strongly supports beginning a dialogue between the Bookstore Director and the Director of the University Press to establish a working relationship beneficial to both parties.

XII. Summary of Recommendations

The Bookstore Committee recommends:

1. that additional space be found for the Bookstore before the opening of the Campus Center store to avoid the loss of customers and to expand existing book departments
2. that the Campus Center Bookstore have separate trade and textbook departments, preferably with a collapsible textbook area which could be used for the greater part of the year for an expanded trade book selection
3. that thoughtful consideration be given to increased security needs of the Campus Center Bookstore and that steps be taken to insure the safety of Bookstore staff and patrons
4. that departments of faculty and teaching assistants whose imprudent ordering cost the Bookstore extra in time and money be assessed these extra charges and that departments begin to monitor the text ordering of their members
5. that the Bookstore continue to monitor its customer service

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Bookstore *continued from page III*

6. that the Bookstore monitor major courses and enrollments through the use of the PARIS system in order to devise an algorithm for ordering which results in less under-ordering and less over-ordering
7. that the Bookstore continue its discussion with the Bursar concerning adding textbook charges only to the Bursar bill and that, if implemented, the process be monitored and results reported to the Bookstore Committee
8. that the Bookstore establish a link from the Penn Tower Bookstore to enable Penn Tower clients to check on stock at the main Bookstore and to have items delivered to the satellite store
9. that student members of the Committee be assigned to it as early in the semester as possible
10. that the Bookstore Committee Chair and its faculty members attend as many University Council meetings as possible
11. that better intra-university cooperation be established with the Bookstore, with other university units being more supportive of its Bookstore with emphasis on establishing a better relationship with the University of Pennsylvania Press.

The Committee wishes to thank Steven Murray who took time out of his busy schedule again this year to update the Committee. We wish to thank Velda Bentley for producing the minutes and William Petrick for assisting in the Bookstore tour for the members. We especially want to praise Michael Knezic and his fine staff at the Bookstore who over the last three years have greatly improved service; provided a more helpful, cooperative climate both at the Bookstore and at Committee meetings; and who still strive to make the Bookstore a better partner in accomplishing the University's mission.

The Chair wishes to echo those thanks and extend her personal thanks to all members of the Committee who took time from their schedules to attend the meetings which were often quite lengthy. Each member—Ms. Jean Adelman, Mr. Richard Bingman, Mr. Tom Borger, Ms. Mary M. Cartier, Dr. Timothy Conahan, Dr. Robert Davies, Ms. Linda Farquahar, Dr. Stephen Gale, Dr. Keith Griffioen, Mr. Michael Knezic (*ex officio*), Dr. Vicki Mahaffey, Mr. Stanley Rowe, Dr. Brian Spooner, and Ms. Helen Walker—contributed pertinent information, helpful ideas, useful criticism, and a genuine interest in assisting the Bookstore in its quest for excellence.

— Lenore Wilkas, Chair

Community Relations

The committee divided itself into three subcommittees that met on a regular basis. The subcommittees focused on trash and recycling, real estate, and education. Each subcommittee studied its issue, reported to the full committee on the progress of its work, and formulated a series of recommendations. Reports from the trash and recycling subcommittee and real estate subcommittee were adopted by the entire committee and submitted to Steering Committee of Council and the appropriate University administrative offices. The education subcommittee worked with Steven Carey, Interim Director of Community Relations, on creating a database on educational programs involving the University and the community. The chair of the subcommittee, Elizabeth Hackett, also produced a draft statement on Service and the University that is to serve as a basis for discussion during the 1992-1993 academic year. The reports of the trash and recycling and real estate subcommittee as adopted by the University Council Committee on Community Relations are attached. The committee also sponsored a community breakfast on Trash and Recycling. The breakfast was well attended and stimulated significant discussion.

The committee conducted a series of meetings about pertinent issues. As part of a general orientation for the committee, John Gould, Executive Director of the Office of the President, provided an overview of Penn's activities with the community and answered a series of questions about the Center for Community Partnerships and Rae Scott-Jones, the Executive Director of the West Philadelphia Partnership, discussed the Partnership's work and ways that the committee might assist the Partnership and other West Philadelphia organizations. Later in the semester John Kuprevich attended a meeting to discuss security and community relations.

Finally, the committee held an internal seminar on the public service mission of the American university. This discussion generated significant interest and internal seminars on the question of the public service mission of universities in general and of Penn in particular are planned for the 1992-1993 academic year.

The chair would like to thank a hardworking and dedicated committee for their accomplishments. The committee would also like to express its thanks to Steven Carey for his important contributions and assistance.

— Ira Harkavy, Chair

Library

The Council Committee on Libraries met three times during the 1991-92 academic year: October 29, December 10 and February 24. With the exception of the chair and a graduate student representative, the committee was composed of new members or members who had not served on the committee for several years. Consequently, a considerable portion of committee meetings was devoted to briefing members on the current status of the library activities, problems and goals.

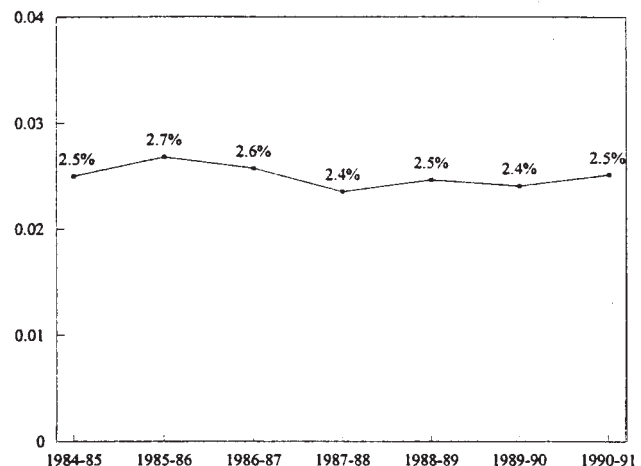
At the meetings considerable discussion was devoted to the library budget and to the fact that the operating budget for the academic year 1991-92 was approximately 66 2/3 % of the amount anticipated after the committee met with the Provost during the previous year, when a 9% increase had been requested. The received funds provided a 6.4% increase, the exact amount identified for libraries in the Higher Education Price Index (HEPI) as a level equivalent to maintenance of the 1990-91 budget support level. Other issues, notably the question of library space, current and projected, were also addressed. In this context, the Committee reviewed preliminary proposals to renovate and reorganize the Van Pelt-Dietrich Library Center in order to upgrade service points and study areas and to use existing space most efficiently.

During the course of committee discussions the director of Libraries was requested to provide data on the status of our libraries vis-a-vis peer institutions based on expenditure per faculty member and per student, thus providing the committee with additional perspectives on the status of the Library budget in addition to the customary intra-institutional budget comparisons and the graphing of the Library's report. The committee believes that they should be of concern to the university community. To take the library expenditure per faculty member as a case-in-point: Penn stands at the 20 percentile in his selected listing. A position in the 70 percentile range would seem an attainable goal.

Sadly, the proposed withdrawal of all university support funds by the Commonwealth of Pennsylvania adds a most threatening factor to all future plans and necessitates the vigorous advocacy of library support, the search for new resources, and the increasingly prudent use of all available funds.

— Malcolm Campbell, Chair

Library as Percentage of Total University Expenditures University of Pennsylvania, 1990-1991



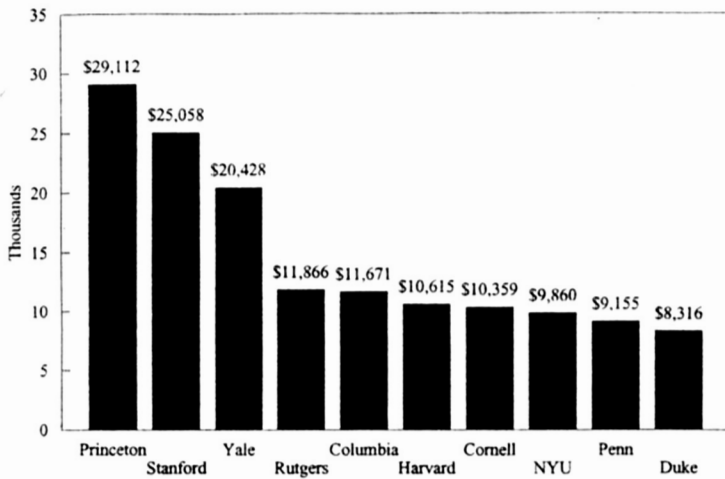
Library as Percentage of Total University Expenditures

	Library Expenditures	University Expenditures	Percentage
1984-85	10,377,417	415,605,172	2.5%
1985-86	12,468,000	465,259,000	2.7%
1986-87	12,599,000	489,851,000	2.6%
1987-88	13,777,000	585,931,000	2.4%
1988-89	15,434,000	627,063,000	2.5%
1989-90	16,495,000	685,318,000	2.4%
1990-91	17,640,000	702,772,000	2.5%

** Library expenditures include Biddle Law Library

** Benefits are omitted from all expenditure figures

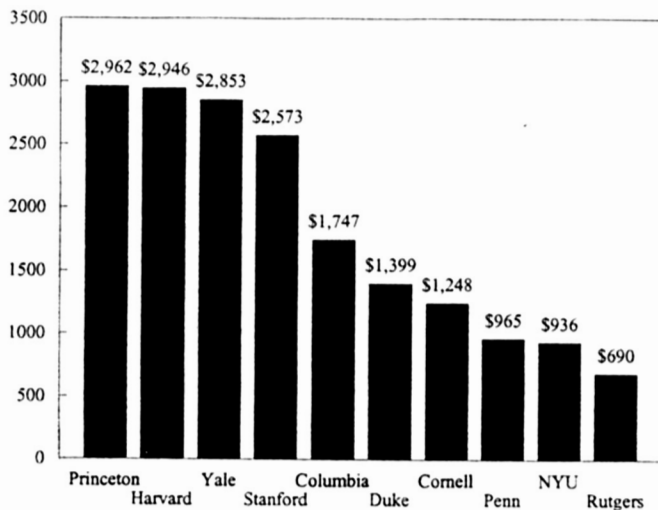
Library as Expenditures Per Standing Faculty Member 1990-1991



Library as Percentage Per Standing Faculty Member

Institution	# Standing Faculty	Library Expenditures	Expenditures Per Faculty Member
Princeton	644	\$18,748,412	\$29,112
Stanford	1,265	\$31,697,862	\$25,058
Yale	1,476	\$30,151,200	\$20,428
Rutgers	1,904	\$22,592,499	\$11,866
Columbia	2,176	\$25,396,688	\$11,671
Harvard	4,734	\$50,249,192	\$10,615
Cornell	2,208	\$22,872,682	\$10,359
NYU	1,940	\$19,129,172	\$9,860
Penn	1,927	\$17,640,959	\$9,155
Duke	1,794	\$14,919,597	\$8,316

Library Expenditures Per Student, 1990-1991



Library Expenditures Per Student

Institution	# Full-time Students	Library Expenditures	Expenditures Per Student
Princeton	6,330	\$18,748,412	\$2,962
Harvard	17,057	\$50,249,192	\$2,946
Yale	10,568	\$30,151,200	\$2,853
Stanford	12,318	\$31,697,862	\$2,573
Columbia	14,537	\$25,396,688	\$1,747
Duke	10,662	\$14,919,597	\$1,399
Cornell	18,332	\$22,872,682	\$1,248
Penn	18,290	\$17,640,959	\$965
NYU	20,432	\$19,129,172	\$936
Rutgers	32,763	\$22,592,499	\$690

Personnel Benefits

Agenda

The Personnel Benefits Committee examined a number of benefits issues in the 1991-1992 academic year. The issues were complex, calling for examination of the fundamental aspects of the benefits plan and University policy; some called for changes to the current package. The Committee also examined difficult environmental issues pressuring our benefits package.

The Human Resources' staff supported Committee activity in many ways but most importantly by providing detailed information on a variety of subjects ranging from utilization and cost of benefits to new trends in health care delivery. The Committee framed all discussions within the context of the Benefits Philosophy and the financial situation of the institution; ever mindful of our responsibility to the entire University community.

Addition to Existing Products

The Committee examined possible additions to the offerings of TIAA-CREF and Vanguard. The TIAA loan option allows individuals with a Group Supplemental Retirement Account to borrow money from TIAA-CREF using their TIAA accumulations as collateral. After careful study of the product, the Committee recommended that the University sponsor Group Supplemental Retirement accounts and offer the loan feature and make it available to Penn faculty and staff as of July 1, 1992.

The Committee also responded to a request to add sector funds to the eligible funds offered by Vanguard. The Committee studied the funds to assess appropriateness as a retirement vehicle. The Committee recommended the addition of sector funds to the approved Vanguard investment options. The recommendation was taken under advisement by the Vice President of Human Resources and implemented as of March 31, 1992.

Program Eligibility Issues

The Committee was asked to examine several issues involving eligibility for benefits. The issues were as follows.

Employee Benefits to Part Time Employees: The Committee studied demographic information on part time employees and discussed pertinent issues such as long service records, and the possibility that the part time work force will increase in the future.

The Committee concluded that benefits for part-time faculty and staff is an issue of merit. The Committee acknowledged that any addition of benefits must be given careful consideration and include a study of the impact such an addition would have on the plan at large. Part time benefits as part of total design requires further study. The issue was placed on the agenda for the next academic year.

The Definition of Spouse Under the Benefits Plan: The Committee received a request from the Lesbian and Gay Faculty and Staff Association to expand the definition of spouses under the benefits package to include domestic partners of faculty and staff. The request covered those benefits funded by the EB pool (medical, dental, tuition benefits and life insurance) along with other privileges of employment such as the use of facilities which are not funded by the EB pool.

The Committee addressed those issues directly under their purview—those benefits funded by the EB pool. The Committee reviewed a wide variety of information and recommended that at this time medical, dental, life insurance and tuition benefits not be offered.

Definitions for Dependency and Eligibility Under the University's Tuition Program: The Benefits Office asked the Committee to review the definitions of "dependency" and "student eligibility" under the University's tuition program as a result of growing difficulties in the administration of the program. The Committee extensively reviewed University policy and section 117 of the IRS code governing the tax free status of undergraduate tuition, in consultation with legal counsel.

The Committee recommended that the Benefits Office assertively administer the program based on University policy and section 117 of the IRS code.

Tuition Benefits for Employees Attending Other Colleges and Universities: The Committee was asked to review information related to tuition benefits provided to faculty and staff for their personal education and study the possibility of extending the benefit to cover tuition at colleges and universities other than Penn. The Human Resources Policy and Planning Oversight Sub-Committee studied the issue in the previous academic year and produced a recommendation which was reviewed. A sub-committee of the Personnel Benefits Committee was formed to study the issue in detail. The issue has been carried forward onto the agenda for 1992-1993.

(report continued next page)

Personnel Benefits *continued*

Environmental Issues

The Committee addressed two current environmental issues that have major import for the University and all large employers; namely, health care cost containment and FAS 106.

Health Care Cost Containment: The Committee discussed the need to address health care cost containment and at the same time insure adequate coverage for faculty and staff without undue hardship. The Committee has examined the impact of plan design on cost. Skilled nursing care under the Blue Cross/Blue Shield plan was reviewed. The plan was not in character with the standard and did not provide a higher level of service than the standard. The Committee recommended capping skilled nursing care at 240 hours.

FAS 106: Financial Accounting Standard 106 (FAS 106) requires all employers to recognize their liability for post retirement health benefits. The Committee visited the issue several times during the course of the academic year. The primary focus of the Committee was learning more about the standard and its impact on the University. The Committee will continue this process in the upcoming year.

Summary

The Personnel Benefits Committee addressed a number of important issues this past year. With each issue the Committee sought to obtain the best factual information available to 1.) study the issue objectively; 2.) take great care to strike a balance in all discussions and decisions between the best actions for the individual and the community, and remain aware of the institution's legal obligations and financial situation. Decision making in this context was often difficult because of conflicting priorities.

I thank the members of the Committee for their hard work and dedication over the course of the past year. We all worked hard, learned a lot, and were very productive.

— *Elsa Ramsden, Chair*

Recreation and Intercollegiate Athletics

During this year, the committee's main concern was recreation. The discussion ranged from fees for use (by faculty and staff) of the recreational facility, the present usage of the facilities, upgrading the existing recreational facilities, the location of new recreational facilities, to long range planning for new facilities. Virtually every site that possibly could be used for recreation was discussed.

The committee was impressed by the large number of teams that compete in the intramural program and the number of individuals who use the recreational facilities. However, the number of teams and individuals that participate in the intramural program is limited to some degree by the availability of the facilities. With more fields and gyms and longer hours more people would be able to participate. Lighting on some fields and better lighting at Lott would increase the availability of those facilities somewhat. There are a number of facilities that need repair, refurbishing, upgrading, etc. and this is being done on an ongoing basis as the budget allows. There are certain facilities (such as the outdoor tennis courts) that are completely inadequate by any standards, and cannot hope to accommodate even a small fraction of the members of the University community who wish to use them.

We had a presentation about the possibility of the DuPont Marshall labs space as an athletic facility. This space has its drawbacks, and we are not sure whether the additional athletic facilities it would provide would overcome its drawbacks (its location plus the security and transportation costs). If the railroad tracks through the site could be removed and if the river access could be developed, this site becomes much more attractive. If any of the presently available facilities (Hill House Field, Murphy Field) are lost or reduced in size (which we are not advocating), the DuPont site (or a comparable one elsewhere) becomes essential. Recreational facilities closer to the student living areas (on the campus) are always better than a site that you must commute to.

Adopt-a-Team: The committee worked on a proposal to have faculty and staff become involved with various varsity teams. The result was Adopt-a-Team. This has worked informally for a number of years with the tennis teams and recently with the lightweight football team. It is being tried this year with the men's basketball team. Several other varsity coaches have expressed an interest in the idea, and we look forward to implementing it with a few additional teams this year. Since the needs of the teams, coaches, vary from sport to sport, each Adopt-a-Team will be structured to match the situation.

Varsity to Club Sport Transition: Some time was spent discussing the present policy and procedures for elevating a club sport to varsity status and the return of a varsity sport to club status. The present policy on this second matter is badly out of date and is in need of modification before a budget crunch (or some other matter) forces the University to consider moving a varsity sport down to club status. This is a matter of great concern and emotion for students and alumni when it happens, and procedures should be in place in advance of any need to make such a decision.

— *Howard Brody, Chair*

Safety and Security

The charge of the University Council Committee on Safety and Security is to advise the President, the Director of Public Safety and administrators of buildings on all matters concerning safety and security. Its principle responsibility is to consider and assess means to improve safety and security on campus.

The Committee, constituted by faculty, students, staff, and administrators, has listened to and addressed the concerns of the Penn Community, holding fifteen meetings between September 14, 1990 to May 3, 1991. The following incidents and issues were reported to the Committee and discussed.

The Committee held ongoing discussions on the Escort Service, including ways of increasing efficiency and general safety. It established a Sub-committee to look into problems that passengers were having with Escort Service, and the difficulties Escort Service has with passengers.

We investigated hazards for pedestrians: chains across the 40th Street entrance to Locust Walk, bollards across path intersections, open man-hole covers on pedestrian walkways, and proposed remedies.

With regard to crime on campus, proposals were made for improvements in the lighting system, and the mapping of pedestrian traffic as an aid in planning police presence.

Other problems investigated were: the difficulties pedestrians have with speeding bicyclists on campus walks; the trashing and vandalism of fire-fighting equipment; fraternity parties and the B.Y.O.B. (Bring Your Own Bottle) policy; off-campus bars and their serving alcohol to minors; and public drinking on Locust Walk. We discussed providing funds for recreational events at campus residences as a deterrent to alcohol-related problems.

We suggested ways of improving the reporting of crime incidents by providing more open or increased reporting. This would apprise students and other campus personnel about what was happening in terms of the frequency of incidents, the locations, the ways of increasing personal protection.

We advocated the increased publishing of inserts and advertisements in the *Daily Pennsylvanian* on issues of Safety and Security, i.e., what safety measures are available and where and how to make use of them.

We received a report by PennWatch representatives for information of the Committee on the organization and efficacy of their patrolling activities.

We received periodic reports by the Sub-committee on Acquaintance Rape—occurrence of incidents, reporting of these incidents, sanctions against offenders, remedies etc.

We held discussions on the make-up of the University Police Force: concerns about diversity of personnel, police training, plans for expansion of the force, mode of testing applicants, and determination of qualifications of applicants.

We considered upcoming meetings of the Task Force to Diversify Locust Walk and safety problems associated with the project.

As an ongoing agenda item we held discussions on defense measures: e.g. mace, police whistles, horns (carbon dioxide), fire alarms. The possible adoption and use of a personal safety device in concert with strategically placed receivers was raised with the Committee by faculty and will be investigated.

We discussed and made recommendations on the Cyril Leung-Meera Ananthakrishnan Memorial Award of the Safety and Security Committee regarding possible recipients and an appropriate time to make the award.

There were serious concerns about press relations and ways of dealing with the press, about victimization by headlines in the campus newspaper. We proposed that there should be an institutional policy on what should be published. It was unanimously agreed that reporting on the activities of the Committee should be the sole prerogative of the Chair. Committee members responding to the press should be make it clear that they are speaking only as private individuals and *not* as spokespersons for the Committee.

The Committee was informed of a new policy of distribution of *CRIME ALERT* by the University Police and the Office of Victim Support Services,

and commended Public Safety for this necessary device to help provide fuller information and advice about types of crimes and their frequency.

The Committee was seriously concerned about the resignation of a student due to her concerns about crime. We discussed ways of taking positive actions to improve morale.

We agreed that the reason for having the large numbers of *ex officio* members on the Committee is that these are the people who have the expertise to contribute to the discussions and the ability to act on them.

Recommendations on Safety and Security

1. On issues of great concern regarding the University Police Department, i.e., breakdown by race and gender, recruitment, training of current and new members of the force on matters of women's victimization and issues of diversity: *It was unanimously recommended that our concerns about these matters be placed before Commissioner Kuprevich.*

2. On the great concern over safety on campus: *It was unanimously recommended that a sub-committee of the Safety and Security Committee make an urgent call to Commissioner Kuprevich and ask him to institute measures which could be acted on immediately to increase safety.*

3. On the Cyril Leung-Meera Ananthakrishnan Award: *It was unanimously recommended that the Award be made by the President, as an annual event, at the last meeting of Council.*

4. On the issue of criminal attack: *It was unanimously recommended that a sub-committee of the Safety and Security Committee be formed to consider, in all its ramifications, the problem of criminal attack and effect on the victim, the preserving of the victim's privacy and wishes in the matter, whether to report an incident and how to report it, and recommendations for increased safety measures and for sanctions and actions regarding offenders.*

— A. M. Delluva, Chair

Student Affairs

The Student Affairs Committee of the University Council met four times during the 1991-92 AY. Without a specific charge from the Steering Committee, S.A.C. generated its own agenda with consideration of the ongoing charges to the committee. The committee agreed to take on five issues, which were later modified to only four. These were:

Review of allocation of the General Fee, undergrad and grad;

Review of Performing Arts concerns;

Consideration of Alternative Intellectual Activities on campus;

Consideration of Alternative Social Planning Activities on campus, this committee was combined with the Alternative Intellectual Activities committee;

Review of action on S.A.C. recommendations of the past five years.

The committee broke into subcommittees which did the bulk of the work over the year. The results of the subcommittee work was presented at the final S.A.C. meeting on May 1, 1992, as relayed below.

1. **General Fee Utilization committee**, chaired by Michael Goldstein. No one from the committee was present at the May meeting to report and Dr. Schifter has not heard from any one on that committee in a while. After numerous attempts to contact Mr. Goldstein without success,

Dr. Schifter can only assume that this subcommittee failed to complete its task. Perhaps the 1992-93 S.A.C. should continue this review.

2. **Performing Arts committee**, report given by Rita Barnard. Dr. Barnard conducted an informal survey of several students involved in performing arts groups. She discovered that some were not aware of the Performing Arts Council or how to get funding on campus. She reported a perceived inequity in access to performing space, and noted that the University Orchestra's budget was so low they could not purchase sheet music. L. Singleton offered that the Annenberg Center has offered more and easier access to performing space within the facilities.

The recommendation was to continue this investigation more formally during the 1992-93 academic year, with specific attention to space allocation and coordination.

3. **Alternative Activities committee**, chaired by Gail Glickman. Ms. Glickman gave a brief history of the subcommittee. Early in the 1992 Spring term, the committee was made aware of a subcommittee of a Drug and Alcohol Task Force out of the VPUL's office dealing specifically with Alternative Social Activities. The committee determined not to duplicate work, but to join with the task force and have representation on their social activities committee. At the April meeting, the committee was made aware of a report of September 23, 1986. Ms. Glickman contacted Dr. Morrisson who knew of no follow up study of the report. She also spoke with Dr. Kelly (chair of the committee which wrote the report) who knew of no follow up study.

The recommendation was to conduct a follow-up study of the September 23, 1986 during the 1992-93 academic year and invite Dr. Chris Denis to participate.

4. **Review of the five years of S.A.C. recommendations**, chaired by Dr. Schifter. She reported:

- 1986-87 review of the U.A.'s *Year 1990 Outlook on Student Life*. While many changes have occurred since the report in 1987, most of the recommendations were implemented in one form or another. Those not implemented related to funding or physical constraints.
- 1987-88. Financial Services is no longer under the VPUL and numerous positive changes have been made in that system in the past four years. Religious issues are the same. The Child Care survey was referred to the Personnel Benefits Committee. Again, most of the recommendations were implemented. However, students still do not have access to assistance for child or infant care and they have no access to faculty/staff referral information.
- 1988-89. The Alcohol Policy was revised and implemented. It is now being revisited again through the VPUL's Drug and Alcohol Task Force. International Student Life report was mostly implemented. There is still no advisory board for international students.
- 1989-90. Review of the General Fee was deferred to the current S.A.C. subcommittee on that topic. Student Support Services recommendations were implemented almost immediately.
- 1990-91. The committee decided it was too early to review recommendations made last year.

— Catherine Schifter, Chair

Notes on the Report of the Council Committee on Undergraduate Admissions and Financial Aid

In a change of bylaws passed at Council 11/11/92, the Committee on Undergraduate Admissions was renamed the *Committee on Admissions and Financial Aid*, and its charge revised to cover graduate/professional as well as undergraduate issues, with a focus on study and information-sharing rather than policy recommendation. This change followed the establishment of a Provost's Council on Admissions in accordance with University Statutes placing responsibility for admissions with the faculties of the schools.

Meanwhile, the 1991-92 Committee on Undergraduate Admissions and Financial Aid, chaired by Dr. Peter Wilding, issued a report, "On Need-Blind Admissions Policy: Role and Implications," as an *Almanac Supplement* on November 24, 1992. The report contained five sections reflecting the work of five subcommittees: *Impact of Reduced Budget on Need-Blind Admissions (A Study Employing Financial Modeling)*; *Demographic Impact of a Need-Conscious Admissions Policy*; *Recommendations on Methods of Increasing Endowment Designated for Need-Blind Admissions*; *Communication and Impact of Need Blind Admissions Policy*; and *Impact of Need-Blind Policy on International Student Recruitment*.

After an italicized caution that the report's contents "...must be interpreted with care and not subjected to use out of context," the report gave the summary of conclusions and recommendations reprinted at right. — K.C.G.

Summary of Conclusions and Recommendations

1. The current need-blind admissions policy is essential to recruiting and maintaining a diverse and talented student body.
2. The University administration is urged to explore other means of addressing projected budgetary shortfalls before taking what appears to be the irreversible step of altering our present need-blind admissions policy.
3. The University should aim for a long-term goal of generating \$150 million of endowment for undergraduate financial aid within the next five years.
4. The Committee...should meet annually with the Vice President for Development to discuss endowment goals and the progress being made to achieve them.
5. The University should better publicize its need-blind admissions policy, and produce materials for potential applicants in which the efforts of the University to counterbalance federal student aid cuts are also publicized.
6. The University should increase its efforts to secure endowments specifically directed at increasing the financial aid resources available for foreign students. International alumni and foreign firms operating within the United States should be specifically targeted.

Disability Board

Operating Statistics

Operationally, the Disability Income Plan is administered by two different staff groups, one for the University of Pennsylvania personnel (excluding HUP) and the other for personnel affiliated with the Hospital of the University of Pennsylvania. Over the years operating statistics have been maintained and reported separately for these two groups of covered individuals.

1. Statistics for the University (exclusive of HUP)

As of June 30, 1992, one-hundred and six long term disability applicants were in benefit status. During the 1991-1992 fiscal year, twenty new applications were approved and nineteen were removed from the rolls. Of those nineteen removed, nine died while receiving benefits, nine reached the age of retirement and left the disability income roll to go on the retirement income roll, and one returned to work.

About five thousand four hundred members of the University faculty and staff are eligible for long term disability benefits, representing an estimated total base payroll of \$211,300,000. Benefit payments during 1991-1992 totaled \$888,189 representing 0.42% of eligible payroll.

As a result of the efforts of the UP Human Resources Staff, eight long term disability recipients were assisted in obtaining Social Security disability benefits. The offset of the benefits resulted in undiscounted savings to the University of \$555,909.

2. Statistics for HUP

As of June 30, 1992, forty-one long term disability applications were in benefit status. During the 1991-1992 year, thirteen new applications for long term disability benefits were filed. Of these, seven applications were approved, one applicant was deemed to be ineligible because application for benefits was made more than sixty days beyond the termination of employment, one applicant did not meet the three year employment requirement, one applicant died before action on application, and three applicants were disapproved on the basis of the medical evidence submitted.

During the same period, six recipients were removed from benefit status; one of these died while receiving benefits, four were retired with a pension and one returned to work full time in the previous job following a trial work period as permitted by the Plan.

Two thousand nine hundred and five employees and staff of the Hospital of the University of Pennsylvania were eligible for long term disability benefits, representing a total base payroll of \$97,531,719. The 1991-1992 cost of the program to the Hospital was \$317,096. The long term disability costs for this fiscal year represented a 0.3251% of eligible payroll.

As a result of the efforts of the HUP Human Resources Staff, eight long term disability recipients were assisted in obtaining Social Security disability benefits. The offset of the benefits resulted in undiscounted savings to HUP of \$1,204,158.00.

A change to the University of Pennsylvania Long-Term Total Disability Income Plan was formulated to remove HUP House-staff as covered employees under the Plan effective February 1, 1992.

This change was necessary due to the fact that the Hospital purchased individually owned, portable disability policies for all active house-staff.

3. Combined Statistics

	Penn	HUP	Total
Number in Benefit Status 7/1/91	105	40	145
Addition to List 7/1/91-6/30/92	20 ¹	7 ²	27
Removed from List 7/1/91-6/30/92	19 ³	6 ⁴	25
Number in Benefit Status 6/30/92	106	41	147
Number Eligible	5,400	2,905	8,305
Base Payroll	211,300,000	97,531,719	308,831,719
Benefit Payroll	888,189	317,096	1,205,285
% Benefits to Payroll	0.46%	0.3251%	0.3903%
SS Disability Benefits Offset	556,909	1,204,158	1,761,067

¹ Twenty-three (23) applications received; three (3) were disapproved.

² Thirteen (13) applications received; two (2) were not eligible, one (1) died, three (3) were disapproved.

³ Thirteen (13) applications received; two (2) were not eligible, one (1) died, three (3) were disapproved.

⁴ One (1) died, one (1) retired, one (1) returned to work.

— Dan McGill, Chair

Open Expression

Various members of the Committee on Open Expression, and Open Expression Monitors, have been present by request at meetings on the following occasions:

1. Wednesday, 9/25/91, 4-8 p.m., Representative Gray, Annenberg.
2. Tuesday, 10/1/91, 7-7:30 p.m., Logan Hall (turned out to be a hoax).
3. Tuesday, 11/5/91, 11 a.m.-4:45 p.m., Secretary of Defense Cheney, Aresty-Steinberg Conference Center and Dunlop Auditorium.
4. Saturday, 11/23/91, 7-10 p.m., Carlos Tablada, Cuban Economist, Benjamin Franklin Room, Houston Hall.
5. Thursday, 12/19/91, 11 a.m.-12:50 p.m., demonstration in President Hackney's office suite.
6. Friday, 1/24/92, 2-4 p.m., meeting of the Trustees in Hoover Lounge of Vance Hall.
7. Monday, 2/3/92, 4-5:30 p.m., Raja Iyengar Memorial Lecture given by Professor Ralph Brinster, Room B101, VHUP.
8. Wednesday, 3/25/92, 11 a.m.-12:30 p.m., rally by BGLAD, Peace Symbol, Blanche Levy Park.
9. Wednesday, 3/25/92, 8-10:30 p.m., Ms. Susan Smith and Ms. Kate Michelman. The Penn Political Union, The Abortion Debate, Dunlop Auditorium.
10. Saturday, 4/2/92, 5-6 p.m., Professor Anita Hill Lecture on Sexual Harrassment in the Workplace, Irvine Auditorium.
11. Wednesday, 4/8/92, 8-10:45 p.m., The Bacchae, Annenberg Plaza.
12. Thursday, 4/16/92, 11 a.m.-12:10 p.m., Governor W. Clinton, Zellerbach.
13. Friday, 4/17/92, 10 a.m.-2:15 p.m., Interfaith groups, Blanche Levy Park.
14. Saturday, 4/25/92, 11 a.m.-2 p.m., Animal Rights group, Blanche Levy Park.
15. Saturday, 4/25/92, 3-6:45 p.m., Earth Day Bands, Blanche Levy Park.
16. Monday, 4/27/92, 1:15-2:45 p.m., Governor J. Brown, Annenberg.
17. Thursday, 4/30/92, 9:15 p.m. to Friday, 5/1/92, 1:15 a.m. Demonstration concerning the Los Angeles Rodney King trial result, DuBois House, High Rise North and South, Walnut Street, outside President Hackney's house, the Quad, Spruce Street, 34th Street, City Hall.
18. Tuesday, 5/12/92, noon-2 p.m., Senior Class Bands, Blanche Levy Park.

In the first 17 of the above cases there was no need for action to be taken by the monitors or by the members of the Committee on Open Expression who were present. However, sound intensity measurements were made at events #14, 15, 16, 17. At event #18 the band complied with the request to reduce the sound intensity to the 85-decibel-at-10-feet level.

On Monday 4/27/92, extensive tests were made in Blanche Levy Park and on Locust Walk concerning the noise levels in adjacent buildings when loud sounds were made outside them. This resulted in a report* and a recommendation that a sound intensity of 85 decibels 10 ft. in front of a speaker should be the maximum permissible sound level with 50 feet of any building. This recommendation was accepted by the members present at the meeting of the University Council on Wednesday 5/6/92.

A recommendation that the phrase "...other than a member of the University of Pennsylvania Police Department..." be deleted, and that members of the University Police should take the photographs described in the Guidelines (V.C.1.b) has not yet been approved**.

— Robert E. Davies, Chair

* **Author's Note:** The "Report on Tests of Noise Levels in Some Buildings Near Blanche Levy Park and Locust Walk" by Robert E. Davies, (Chair, Committee on Open Expression), and Matthew D. Finucane, (Director, Environmental Health and Safety Office) was published in *Almanac* 9/15/1992, pp. 4-6.

** **Editor's Note:** At University Council on 12/9/92 a motion was passed on this topic. The text as forwarded to the president appears on page 4 of this issue of *Almanac*.