

Almanac

Volume 20, Number 17

January 8, 1974

Published Weekly by the University of Pennsylvania

IN THIS ISSUE

- SENATE: *Responsibility Accounting (Emery)*
- QUESTIONS: *What Saves Energy, Anyway?*
- OPENINGS • THINGS TO DO



William L. Day, 1907-1973

Campus memorial services will be held Friday morning (January 11) for William L. Day, alumnus and Chairman of the Trustees of the University, who died Monday, December 31, at the age of 66.

Mr. Day was on vacation with his wife in Vermont when he was stricken on Sunday; he died the following morning at the Medical Center of Vermont Hospital in Burlington.

University Chaplain Stanley Johnson will conduct the campus service at 10:30 a.m. Friday in the Rare Book Room of Van Pelt Library. It will be attended by the Trustees, who are meeting here in full session Thursday and Friday, and is open to any member of the University Community. (Funeral services and a downtown memorial service took place last week.)

Mr. Day, who took his bachelor's degree in mechanical engineering here in 1931, was also awarded an honorary doctorate from Penn, in the 1971 Commencement. As a Trustee since 1957, and as Chairman of the Trustees since 1968, Mr. Day had a strong supporting role in the academic development of the institution. He headed the academic portion of the development campaign ending 1969, which raised some \$102 million. In 1971, when the University announced a shift from bricks-and-mortar to academic

programming as its next major development need, Mr. Day gave up his chairmanship of the board of First Pennsylvania Banking and Trust Co. and its holding company, First Pennsylvania Corp., to devote himself full time to Penn interests.

"He respected quality and academic values, and dedicated himself to the enhancement of the University," President Martin Meyerson said. "As in all his life, he brought humaneness as well as determination to the task. His death is a tremendous loss to all of us."

After his graduation from Penn in 1931, Mr. Day was an engineer for only five years, with Day and Zimmermann, Inc. He moved to Morgan, Stanley & Co. in New York as a statistician and syndicate officer, 1936-41, then came back to Philadelphia as a partner in Drexel & Co. until 1948. He joined the First Pennsylvania Bank in 1949 as vice president, became executive vice president the following year, and was named president in 1952. He became chairman of the board in 1955.

In addition, Mr. Day served as a director of many civic organizations, including the University City Science Center, Greater Philadelphia Chamber of Commerce, Greater Philadelphia Movement and United Fund. He was on the boards of corporations such as Rorer-Amchem, Inc.; John Wanamaker, and PSFS. He was also president of the Old Philadelphia Development Corporation.

Mr. Day is survived by his wife, the former Marcella Morgan; by a son, Charles, of Philadelphia; and by four daughters: Mrs. Leon R. Cook of Douglas, Arizona; Mrs. Hugh Jones of London; Mrs. Finley H. Perry of Boston; and Mrs. Verdi DiSesa of Philadelphia. He is also survived by his brother, Charles, of Tucson, and his sister, Mrs. John Hyland Dilks of Philadelphia.

In lieu of flowers, the family have asked contributions to the William L. Day Memorial Fund at the University, Dr. Raymond Saalbach, 417 Franklin Building (Ext. 7927), has details of the fund.

Meetings January 10, 11

As Deputy Chairman of the Trustees, Robert G. Dunlop of Sun Oil Company will preside at this week's Trustees meetings in place of the late chairman. Nomination of a successor to Mr. Day will be the responsibility of the Trustees Nominating Committee, according to William G. Owen, Secretary of the Corporation.

At this week's meetings, the Trustees will meet for lunch with the Academic Deans on Thursday, with retiring GSE Dean Neal Gross as speaker. At Friday's luncheon, Wharton Dean Donald Carroll, Dr. Jesse Denton of the University's National Center for Energy Management and Power, and Mr. Dunlop will be chief participants in a discussion of energy.

In committee sessions, the Student Affairs Committee will hear from a group of graduate and professional students; the Resources Evaluation Committee will hear an address by Stanford University President Richard Lyman, then be briefed by Associate Provost John Hobstetter on objectives, costs and priorities; and the Educational Policy Committee will hear from Dean Peter Seely on undergraduate admissions.

Responsibility Accounting: A Response to Professor Taubman

Professor Taubman points out in his comments about responsibility accounting (*Almanac* December 4, 1973) that the danger exists that the new system will motivate undesirable behavior. This is certainly true, but the problem is by no means confined to responsibility accounting; in fact, it exists with any scheme used to allocate scarce resources. The important issue is whether or not responsibility accounting provides the best means of motivating desirable behavior on the part of faculty and academic administrators. I think that it does.

Professor Taubman gave several examples of "disincentives" inherent in responsibility accounting. He included an increase in class size as a way of generating funds to increase salaries, lower teaching loads, or provide improved services (such as secretaries). Surely we should consider such tradeoffs in our planning. In fact, one of the strengths of responsibility accounting is that it motivates a more explicit consideration of alternative uses of resources.

Responsibility accounting places some emphasis on market demand for educational and research services. Pure adherence to a market mechanism to allocate resources is obviously absurd, but indifference to our markets is at least as bad. As society's needs change, the formal budgetary system should foster a shift of resources to meet the new demands. It is not unreasonable, I think, to motivate a department to perform services that are both consistent with the University's goals and attractive to potential students and sources of research funds.

In the absence of a market mechanism, resources get allocated by other means—such as a proportional adjustment to past budgets (a five per cent increase, say) or through a political process not necessarily compatible with the University's goals or society's needs. These other means often obscure tradeoff alternatives and lead toward greater centralization of decision-making. They can reduce the incentive for excellence and replace it with the acceptance of an undemanding status quo.

Responsibility accounting is not simply a means of carving up available resources; it also motivates the seeking of additional resources. Clearly it is in the interest of the University as a whole to encourage schools and departments to attract resources that would otherwise not be available. Conversely, a reduction in a department's incentive to raise incremental funds can adversely affect all other departments.

Within the department of which I am a member, I have observed over the past year or so a greatly increased interest in raising additional research funds and developing special new educational programs. I see no evidence whatever that quality has suffered as a result. Quite the contrary, it is my impression that high quality work tends to be esteemed by students and external sources of funds. Although exceptions exist and must be provided for, most academically strong departments will probably prosper under responsibility accounting.

Obviously, we cannot rely on a market mechanism as the sole basis for resource allocation in an organization as complex

as the University. A market mechanism does not guarantee support of worthwhile programs or long-term goals that may not be in current fashion. Neither does it assure that all financially viable activities are necessarily in the best interests of the University. It is therefore essential that provision be made to avoid problems that would otherwise arise under a pure market scheme.

Appropriate review of departmental activities is an important safeguard against possible abuses. Each department should prepare a comprehensive financial and educational plan. Such a plan should identify anticipated sources and uses of funds, and spell out educational and research programs. These plans should then be reviewed by appropriate administrators and faculty committees. Changes can be called for if it is felt that the planned programs are somehow inconsistent with University policies or goals (such as undesirable duplication of courses or restrictions on legitimate cross-registration). Thus, the availability of funds under responsibility accounting would not automatically allow a department to pursue what is deemed by competent authority to be an unworthy plan.

The second major safeguard is to reserve a modest amount of discretionary funds at the University level as a means of supporting programs that otherwise would not find support. This is probably most appropriate for new and experimental programs, but it would also be necessary for some long-standing programs and departments that cannot financially sustain themselves but nevertheless contribute sufficiently to our overall quality to merit support by the rest of the University. Any rational resource allocation scheme will certainly call for selective funding of this kind, but we should clearly make explicit the extent of the support, the (mostly intangible) benefit derived from the support, and the alternative uses to which the funds could otherwise be put.

Penn, like all private institutions, faces serious financial problems over the next decade. Our continuing success as a university will call for both educational excellence and efficient resource allocation. In my opinion, responsibility accounting, suitably administered, provides the best means of fostering these goals.

—James C. Emery, Professor of Management

SHIFT IN NIH PROCEDURES

As of this month, NIH Continuation Application forms (PHS-2590 or NIH 2006-01) are now being distributed by the Office of Research Administration (ORA) rather than directly from NIH to the principal investigator. On the first of each month the Division of Research Grants, NIH, will provide ORA with a listing of grants which will be coming up for continuation four months hence, along with a computer-prepared application face page to be used in completing each of the applications involved. ORA will send the face page and other application materials to the appropriate departmental business administrator who will be responsible for delivering it to the principal investigator. Continuation applications must be submitted to NIH 60 days prior to the beginning date of the next budget period, and should be received by ORA at least two weeks before the deadline.

ORA will continue to be the point of distribution for new and competing renewal NIH grant application forms (PHS-398).

—Office of Research Administration

QUESTIONS

Readers frequently write or phone questions to be answered in print. The series below was collected in the week following President Nixon's call for energy crisis measures. Cushing Phillips, the new Director of Buildings and Grounds, provided the answers.

WHAT SAVES ENERGY, ANYWAY?

How much energy is actually saved by reducing building temperatures?

Setting back the thermostat from 75° F to 68° F, when the outdoor temperature is 21° F, will reduce energy consumption by 21%. Greater savings will be realized if the outdoor temperatures are lower than 21° F.

Should we turn off typewriters, calculators, and other small electrically driven machines?

Typewriters and calculators use very little energy when not actually in operation. On the other hand, percolators, space heaters, and other appliances which have electric resistance heating elements, consume substantial amounts of electrical energy, and should be unplugged when not required.

Should we turn off light for short intervals?

Switching on a fluorescent light reduces the life of the tube, so, from a purely economic viewpoint, you will not be saving money if you turn off your fluorescent light for an interval of less than one-half hour or so. However, turning the fluorescent light off saves energy. Turning off an incandescent light is a plus on both counts—money and energy.

Why are our buildings overheated?

There are a number of possible answers:

(1) The building occupants may be setting room thermostats too high.

(2) The heating controls may be defective. We are working on these as fast as we learn of them.

(3) The system may have too few zones, so that a thermostat located on the north side calls for heat while rooms with southerly exposures are too warm. (Correction of this type of situation may be expensive.)

(4) In the fall and spring (and even in the Philadelphia winter) a building will experience a heat build-up during the early morning, when the heating system controls are calling for heat. Then, as the day advances and outdoor temperatures rise, the system controls close off steam and hot water valves but there is residual heat in the building which takes time to dissipate unless the air conditioning is turned on. During this period the temperature will be too high in some spaces.

In any event, when you think your building or office is too hot, please call Buildings and Grounds (Ext. 7208) and report the situation.

with at least three-five years' experience in public relations, sales, finance, banking and fund-raising. Knowledge of legal terminology desirable. \$13,550-\$16,875 (midpoint).

CHIEF ENGINEER responsible to the Assistant Director for Engineering and Work Control for the overall performance of the Engineering Division. *Qualifications:* BSME or BSEE and ten years' total experience, with minimum of five years in facilities and/or plant engineering. \$15,625-\$19,375 (midpoint).

DIRECTOR OF ADMINISTRATIVE SERVICES, School of Veterinary Medicine. Under broad administrative direction of the Dean of the School of Veterinary Medicine, with a wide degree of latitude for judgment and action, responsible for all business, administrative and service functions of the School. *Qualifications:* Graduation from recognized college or university with degree in business administration and substantial course work in accounting. Professional certificate in accounting or graduate degree in business administration highly desirable. At least ten years' progressively responsible experience in business, industrial or institutional administration, including three years in an appropriate management capacity or comparable institutional assignment. Salary to be determined.

ELECTRICAL ENGINEER II (9/18/73).

FINANCIAL ANALYST responsible to the Director of Auxiliary Services; to assist department directors in preparing budgets; prepare financial and operational reports; assist in establishing and monitoring record-keeping systems and prepare statistical studies and make recommendations. *Qualifications:* Degree in accounting or business administration preferred. At least five years' experience in University operations and administration in fiscal areas. Knowledge of sales forecasting, retail accounting and budget preparation. \$11,800-\$14,700-\$17,600.

LIBRARY DEPARTMENT HEAD III (12/4/73).

MASTER SCHEDULER responsible to the Assistant Director of Engineering and Work Control for programming and scheduling all work performed by Repairs and Utilities Division; reporting progress on such work. *Qualifications:* Graduation from high school and at least two years of college-level education in industrial engineering or construction management. Experience in facilities maintenance, construction or manufacturing, as expeditor, progressman or scheduler. Some supervisory or managerial experience. \$8,900-\$11,975 (midpoint).

NURSE, HEAD (12/18/73).

PROGRAMMER ANALYST I to design and develop programs, flow charts, code and I/O specification. Responsible for testing, debugging and documentation of programs. *Qualifications:* College degree with math and/or science major. One year's experience in programming. Knowledge of Macro Assembly Language, Fortran, systems work PDP-10 computer. \$10,250-\$12,750-\$15,225.

PROJECT MANAGER (11/6/73).

STATISTICIAN for professional application of sophisticated techniques of statistical analysis, computer programming and mathematical modeling. *Qualifications:* Graduation from recognized college or university with major in math or applied statistics. \$7,750-\$9,625 (midpoint).

SUPPORT STAFF (A-3)

BUILDING SUPERVISOR I for Veterinary School, to inspect condition of structural, mechanical and electrical systems and help determine building and equipment maintenance needs. *Qualifications:* At least five years' experience in building maintenance and repair work. Ability to deal effectively with people. \$6,725-\$9,950-\$9,150.

CLERK IV for campus business office. *Qualifications:* Excellent attention to detail. Some knowledge of data processing procedure. Ability to deal effectively with people. Accurate typing. Several years' experience. \$5,825-\$6,825-\$7,825.

CONTRACT ACCOUNTANT for Comptroller's Office, responsible to Manager of Contract Accounting for administrative organization and maintenance of office accounting records including

OPENINGS AS OF JANUARY 3

Dates in parentheses refer to publication of full job description in ALMANAC. Those interested should contact Personnel Services, Ext. 7285, for an interview appointment. Inquiries by present employees concerning job openings are treated confidentially.

ADMINISTRATIVE/PROFESSIONAL (A-1)

ACCOUNTANT III (11/13/73).

ASSOCIATE DEVELOPMENT OFFICER II responsible directly to Director of Bequests & Deferred Giving and counsel for development; oversees annual organization and printing of "Scroll" project; works with class agents and volunteers, responsible for cultivation and giving both during donor's life time and by testamentary provisions, with emphasis on administering planned programs of giving. *Qualifications:* College degree (preferably Penn)

integration with computer output of University financial system. *Qualifications:* Completion of program in accounting. Knowledge of principles and procedures of fund account and office management. \$6,725-\$7,950-\$9,150.

DRAFTSMAN (12/18/73).

ELECTRONIC TECHNICIAN/ENGINEER (11/6/73).

MACHINIST I for research area on campus. *Qualifications:* Ability to work from drawings or sketches. Working knowledge of shop mathematics and the working properties of the principle metals. Ability to do some strenuous physical work at times. Several years' experience. \$6,000-\$6,925-\$7,850.

MECHANICIAN, College department (11/13/73).

MEDICAL SECRETARIES (2) Patient contact, budget work, manuscript typing. *Qualifications:* Medical terminology, excellent typing. Two years' experience as a medical secretary preferred. \$6,250-\$7,350-\$8,450.

NURSE ASSISTANT (2) (12/18/73).

NURSE TECHNICIAN to assist physician in research projects; schedule patients, volunteers for studies; draw blood, check blood pressure, operate research equipment. *Qualifications:* some medical or research experience or nursing or corpsman experience. \$8,600-\$9,850.

PROJECT BUDGET ASSISTANT, College (12/11/73).

RECEPTIONIST (2), hospital clinic. (12/18/73).

RESEARCH BIBLIOGRAPHER I (2) to research and write extensive reports on alumni and non-alumni who are prospective donors, using library resources, lists and reference materials. *Qualifications:* At least 2 years' college, ability to work independently in selection of data and material. Accurate typing. \$6,250-\$7,350-\$8,450.

RESEARCH LABORATORY TECHNICIAN I to process blood specimens using sterile technique and membrane separation methodology clinic chemistry determinations. *Qualifications:* Technical school graduate with understanding of sterile techniques and experience with radioisotopes. \$5,900-\$6,850-\$7,800.

RESEARCH LABORATORY TECHNICIAN II, New Bolton Center (12/18/73).

RESEARCH LABORATORY TECHNICIAN II, undergraduate students' lab. (12/4/73).

RESEARCH LABORATORY TECHNICIAN III research concerned with biochemical physiology and/or endocrinology involving work with isotopes, immunology protein and steroid biochemistry and assays. *Qualifications:* B.S. with science major, preferably experienced in above techniques. \$7,525-\$8,825-\$10,100.

SECRETARY I for campus offices. *Qualifications:* Excellent typing skill. Good clerical aptitude. Some experience preferred. \$5,050-\$5,875-\$6,675.

SECRETARY II (9) *Qualifications:* Excellent typing; some require shorthand as well as dictaphone. Ability to perform varied duties. \$5,425-\$6,325-\$7,225.

SECRETARY III (4) *Qualifications:* Interest in working with figures. Excellent typing, shorthand and/or dictaphone. Ability to work with minimum of supervision in performing varied duties. \$5,825-\$6,825-\$7,825.

SENIOR DENTAL ASSISTANT instructing Dental students in dental auxiliary utilization, including passing instruments, principles of four-handed dentistry. Provide educational supervision and give clinical seminars. *Qualifications:* Formal education in dental assisting program. Certified or eligible for certification as dental assistant. Supervising and teaching skills, clinical experience. \$7,525-\$8,825-\$10,100.

PENN TEMPS NEEDS YOUR HELP!

If you know people (past employees, friends, relatives, casual acquaintances) who have excellent typing and possibly shorthand or dictaphone, we have temporary assignments for them. Have them come to Personnel (130 Franklin Bldg.) any morning from 9-12 or call Ms. Clare Trout at Ext. 7284 for further information.

THINGS TO DO

SHAKESPEARE FESTIVAL, ACT TWO

Second in the Annenberg Center's four offerings of Joseph Papp's New York Shakespeare Festival is Ron Milner's *What the Wine-Sellers Buy*, which The New Yorker calls "the best new play to come along in months." It comes along January 14 through 26, with Wednesday-Saturday matinees. Previews January 11 and 12 are \$2 to \$4; other dates \$4 to \$7. Reservations, Ext. 6791.

WINTER WALKING, SPRING LEARNING

Take a simple *Arboretum Walk* this coming Saturday, sign up for a serious but nontechnical botany course that lasts six weeks, or wait until May and think about *Hanging Baskets*: the Morris Arboretum offers a wide range of choices, at a wide range of fees. The University installation is in Chestnut Hill, 9414 Meadowbrook Avenue (off Stenton).

SHORT COURSES

Seven courses for the serious gardener or student, each combining lecture, demonstration and discussion. Fee is \$22.50 (\$17.50 for Associates):

Basic Botany: Taught by Donald F. Scales on consecutive Thursdays, February through March 14, 8 p.m.

Plant Identification, Introduction: Noel Lankton-Rosenlund is the instructor, Tuesdays March 19 through April 23, 10 a.m.

Introduction to Plant Ecology: Donald F. Scales again, Mondays February 4 through March 11, 8 p.m. (Prereq: Basic Botany)

Plant Propagation I (Winter): The Arboretum Staff teaches this one, Tuesdays February 5 through March 12, 8 p.m.

Plant Propagation II (Spring): Same as above, but taught Thursdays March 21 through April 25, at 10 a.m.

Molds, Mushrooms and Environment: Dr. Patricia Allison's course is offered Wednesdays, March 20 through April 24, 4 p.m.

Flowering Trees and Shrubs: Gary Koller is the instructor, Wednesdays May 1 through June 5, 4 p.m.

SATURDAY GARDENERS

All of these are Saturday mornings, at \$2 each for Associates, \$2.50 for others. Registration preferred, but you can get in at the door if the session is not oversubscribed.

Arboretum Walk, January 12 . . . *House Plants*, January 26 . . .

Propagation, February 2 . . . *Arboretum Walk*, February 9 . . .

Pruning, February 16 . . . *Garden Soils and Plants from Seeds*,

February 23 . . . *Growing Roses*, March 2 . . . *Lawns*, March 9

. . . *Pest Control (Diseases)*, March 16 . . . *Pest Control (Insects)*,

March 23 . . . *Vegetables*, March 30 . . . *Arboretum Walk*,

April 6 . . . *Planting Trees and Shrubs*, April 13 . . . *Home Fruits*,

April 20 . . . *Flowers for Continuous Bloom*, April 27 . . .

Flowering Trees and Shrubs, May 4 . . . *Annuals for Color*,

May 11 . . . *Arboretum Walk*, May 18 . . . *Plants for Problem*

Areas, May 25 . . . *Pest Control Clinic*, June 1 . . . *Getting the Garden Through the Summer*, June 8.

GARDEN TOPICS

Mostly weekdays, mostly workshops, these sessions come in two varieties. (1) The Pennsylvania Horticulture Society/Morris Arboretum series is open only to members of the two organizations, and starts January 10 with *Home Greenhouses*. It goes on to *Herbaceous Borders*, *Gourmet Gardening* and many other topics. (2) The fourteen anybody-can-play Topics start with *Terrariums* on January 15, and progress through a springful of subject matter including *Cacti and Succulents*, *Ground Covers*, *Hobby Greenhouses*, even *Drying Flowers*. The Arboretum has a very detailed brochure showing content and prices (from \$2/session up). They will mail on request, CH 7-5777.

ALMANAC: 515 Franklin Building (16) Ext. 5274
Editor Karen C. Gaines
Assistant Editor Margaret M. McIlmoyl