HEARING ON GRADUATE HOSPITAL

At a May 15 Public Hearing on the future of the Graduate Hospital, called by the Pennsylvania House of Representatives Subcommittee on Health, the reasons for Graduate Hospital's severe financial difficulty and the plans to ensure that Graduate continues to serve the community were presented by Dr. Thomas W. Langfitt, Vice-President for Health Affairs, Mark S. Levitan, Executive Director of University Hospitals, and Paul A. Schofield, Administrator of Graduate Hospital.

Dr. Langfitt said the Graduate Hospital lost over $2 million from operations over a four-year period starting with the fiscal year ended June 30, 1971. In the fiscal year ended June 30, 1974, the operating loss reached $982,000. “These operating losses, along with the escalating cost of a renovation and modernization program for the Hospital, prompted the University to initiate a detailed study of the future of the Graduate Hospital,” he said.

According to Dr. Langfitt, the study team which recommends that Graduate Hospital be an independent institution with University teaching affiliation has (1) reviewed the Graduate Hospital, (2) analyzed its financial conditions, (3) reviewed its organization and (4) set forth a program for future development of the Hospital. The decision to keep the Hospital open was reached after thorough study and after listening to concerned members of the community and the medical staff. The severe financial losses of the Hospital were attributed to the provision of outpatient services, both in the emergency room and the clinics, to patients who either were unable to pay or were covered by a program that only covered a small portion of the cost of the service rendered.

Mr. Levitan said “The keystone for the Graduate Hospital Plan was the determination that there is a community need for the Hospital.”

The decision to develop an independent hospital with its own Board of Trustees, according to Mr. Levitan, “results from the recognition of the need of the Hospital to establish closer ties to its community, to establish its own independent base of financial and patient support… and to be more responsive to the needs of the medical and patient community in the delivery of health care services.”

Steps taken to achieve the goal of an independent community hospital with a University teaching affiliation include improved financial and administrative and clinical operations; programs to improve the Hospital's relationship to the community; development of a new plant; and reorganization of the Hospital as an independent community hospital with University teaching affiliation.

Highlights of Paul Schofield's position were that a significant portion of the inpatients come to Graduate Hospital from the entire Philadelphia area and from the Pennsylvania-New Jersey suburbs. The outpatient origin, however, is predominantly from Center City and South Philadelphia.

The majority of the financial losses were in outpatient areas. The operating loss on every dollar of outpatient expenses in fiscal 1974 was 52 cents in the clinics, and 51 cents in the Emergency Service.

Mr. Schofield concluded that significant progress has been made in reducing the Hospital's operating cost. He added that the appointment of Mr. Schofield as the Administrator in March has played an important part in the University's actions to reach the goal of the plan for Graduate Hospital.

The House Subcommittee was asked to lend its support to the Hospital by actions which would improve the level of reimbursement to the hospital for medical indigent patients and would provide a source of capital funds for the Hospital.

NEWS IN BRIEF

TRUSTEES: JUNE 5 & 6

The Trustees will meet in full session on June 5 and 6. A preliminary agenda lists meetings of the Committees on Educational Policy, Investments, Recreation & Athletics, Alumni Relations, and Finance. The Stated Meeting, open to observers, will be at 2 p.m. Friday, June 6, in the Council Room of the Furness Building.

W. W. Keen Butcher, executive partner of the investment firm of Butcher & Singer, has been appointed chairman of the Finance Subcommittee of the Trustees' Health Affairs Committee, Committee Chairman Samuel H. Ballam Jr. has announced.

We have met the British and we are theirs . . . page 3.

PRESIDENT OF PCA: TOM SCHUTTE

Dr. Thomas F. Schutte, associate professor of marketing, has been named president of the Philadelphia College of Art. Succeeding George D. Culler, he will take office at the beginning of the fall term.

Dr. Schutte joined the Penn faculty in 1966 and has served as an assistant dean in the Wharton School since 1973. A noted collector of 18th century American furniture and folk art, he was an active participant in the development of Wharton and the Arts, a program designed to examine the role of business in the management and economic support of the arts.

UPDATE: RECENT STRIKE

The animal handlers whose strike May 12 through May 18 affected mail delivery and other services have agreed to an extension of their present contract to July 1. The issue between the union and the University was wages: the union requested increases (weekly pay for most employees is $144 with eight receiving $160 per week). The University proposed a contract in which wages could be negotiated during the term of the contract should a general wage increase be granted to other employees. Labor Relations Director George Budd's background statement is on page 8.

L'ECONOMIQUE AT LA NAPOULE

La decision au terminal . . . ? economique! is the first University program to be held at La Napoule, the medieval estate being operated experimentally by Penn (Almanac February 25). Sponsored by Wharton and the information systems department.
A RESOLUTION FROM MEMBERS OF THE BIOMEDICAL QUADRANT OF THE GRADUATE SCHOOL OF ARTS & SCIENCES

A meeting of the graduate faculty of the biomedical quadrant was held on May 15, 1975, for the purpose of discussing the proposed reorganization of graduate studies (see Almanac May 13). Dr. Donald Langenberg, Vice-Provost for Graduate Studies and Research, presented his proposal that the primary responsibility for the operation of various graduate groups be placed in the hands of the dean of the most appropriate school. Several members of the biomedical faculty expressed the view that the creation of the Faculty of Arts and Sciences had split the operation of the graduate program and that it would be further splintered if graduate groups were to report to different deans. It was also pointed out that many graduate groups cannot easily be assigned to any one school because they are multidisciplinary and interschool.

At the conclusion of the meeting the following resolution was passed unanimously:

We propose that the Graduate Groups in the biomedical sciences be responsible to a dean of graduate studies.

We believe this dean of graduate studies should not be the dean of any professional school.

It is also our contention that the members of the present graduate groups in the biomedical quadrant should be closely associated with the faculty of Arts and Sciences.

—Sai Goodgal, Raja Iyengar and Phoebe Leboy
Representatives of the Biomedical Quadrant to the Graduate Council

Can the uniform allocation of costs for tuition benefits be justified when those benefits are extremely unevenly distributed?

We are not implying that benefit rates are necessarily unfair, but we do believe that decisions are being made in these areas with no apparent justification and with seemingly little concern for the deep injuries they cause research at Pennsylvania. At the very least, appropriate faculty committees should be given an opportunity to review these decisions and there should be some attempt to convince the faculty that a 20-25% benefit rate, which seems disproportionate to the benefits received, is in fact justified.

We therefore request:

a) That substantial changes in benefit rates, overhead rates, accounting methods, etc., be not made without a warning of at least one year.

b) That adequate concern be given in these changes to their effect on the intellectual life of Pennsylvania and the long-term, as well as short-term, effects on the financial health of the University.

c) That there be public discussion on the rationale for present accounting methods so that we can all be satisfied that they are fair and even-handed across the University.

Our purpose in writing this letter is not simply crass self-interest, although our research effort has certainly been hurt by the increases. Rather we wish to recall the central role of research and scholarship to the intellectual life of Pennsylvania and to the long-term, as well as financial life of the University. We do not believe that such a role entitles it to lavish subsidy, since no component of the University can expect that nowadays, but it does require that financial decisions affecting research be made in full recognition of that role.

—Ralph Amado, Alan J. Heeger and Walter D. Wales, Professors of Physics

Dear Colleagues:

To begin, wearing my faculty researcher's hat, AMEN!! Now, exchanging that hat for my administrator's hat, let me make some possible useful remarks.

About the employee benefits (EB) rate: The EB rate for each personnel category is calculated simply by dividing the EB costs for that category by the total University salary base for that category. The four largest components of EB cost are, in order of decreasing size, FICA (Social Security), Faculty and Staff Scholarships, TIAA/CREF, and Medical Insurance. These account for about 85% of the total. You will recognize that the degree of control which the University administration has over these costs is somewhat limited. Between FY73 and FY74, costs for FICA increased by 27%, for faculty and staff scholarships by 25%, for TIAA/CREF by 25%, for medical insurance by 45%, and for Unemployment Compensation by 121%, while the total University salary base increased by 8.6%. From such past and present trends necessarily follow shocking increases in the EB rate. And then there is roll-forward. You ask, "What is 'roll-forward'!!!" Elementary, my dear Watson! Real costs which we researchers fail to pay this year, because the EB rate has been set too low by a kindly but overoptimistic administration, we must pay in the next or following years.

To the charge that sharp increases in overhead or employee benefits cut into the money available for research: True, but perhaps not so true as you believe. According to recent NSF figures, our recent large increase in overhead rate was followed by and surely contributed to a one-year jump of 21.8% in federal R&D funding to this university. This was the largest (and one of the few positive) increments among the top twenty university absorbers of federal funds. This is small comfort to those of us who deal with funding agencies which think in terms of relatively fixed total-dollar grants and contracts, but it does suggest that a rate increase does not necessarily mean a decrease in available research funds across the board.

Implicit in some of your comments seems to be the view that overhead and benefit costs are somehow not part of the cost of doing research, as are equipment, supplies, student stipends, and faculty salaries. (I cannot resist noting that administration officials of letters protesting excessive increases in the latter are rather slim.) This is simply not so! Overhead and benefit costs are real and research-related, albeit more mysterious and indirect than other types of costs. Their determination and justification is a complex matter which, like you, I feel would benefit from greater faculty participation and understanding. It has been suggested to me that someone, perhaps I, should do a "primer on overhead and benefits" for Almanac. Although I find the field rather more difficult to grasp than second quantization, I shall try to muster some courage and help over the summer with a view to a full

LETTERS

Three professors sent the following open letter to the Vice-Provost for Graduate Studies and Research:

BENEFITS COSTS AND RESEARCH FUNDS

May 15, 1975

We are distressed by the recent large and unanticipated increase in the employee benefits (EB) rates charged at the University, (e.g., in the past three years A-2 benefit rates have increased from 16.2% to 24.6% and A-3 rates from 10.3% to 23.4%). Most government research grants with which we are familiar are continuing grants, even though they may be negotiated each year, and the level of funding changes very little from year to year. While it is conceivable that the funding agencies could absorb part of the increased costs if they were given a reasonable advance notice, a sudden large increase in EB (or in overhead) means an immediate corresponding decrease in available research funds across the board.

Overhead and benefit costs are not contributions to the University's operating reserve. They are necessary expenses, determined by a calculation of how much money it costs to pay the bills of salaries, benefits, and overhead. The major changes in the contributions of the University's various categories of employees to these costs are:

- Faculty: Increased costs if they were given a reasonable advance notice, a sudden large increase in EB (or in overhead) means an immediate corresponding decrease in available research funds across the board.

- Staff: Increased costs if they were given a reasonable advance notice, a sudden large increase in EB (or in overhead) means an immediate corresponding decrease in available research funds across the board.

- Student: Increased costs if they were given a reasonable advance notice, a sudden large increase in EB (or in overhead) means an immediate corresponding decrease in available research funds across the board.

- Other: Increased costs if they were given a reasonable advance notice, a sudden large increase in EB (or in overhead) means an immediate corresponding decrease in available research funds across the board.

The four largest components of EB cost are, in order of decreasing size, FICA (Social Security), Faculty and Staff Scholarships, TIAA/CREF, and Medical Insurance. These account for about 85% of the total. You will recognize that the degree of control which the University administration has over these costs is somewhat limited. Between FY73 and FY74, costs for FICA increased by 27%, for faculty and staff scholarships by 25%, for TIAA/CREF by 25%, for medical insurance by 45%, and for Unemployment Compensation by 121%, while the total University salary base increased by 8.6%. From such past and present trends necessarily follow shocking increases in the EB rate. And then there is roll-forward. You ask, "What is 'roll-forward'!!!" Elementary, my dear Watson! Real costs which we researchers fail to pay this year, because the EB rate has been set too low by a kindly but overoptimistic administration, we must pay in the next or following years.

The field of research, which is by nature subject to change, requires a constant reevaluation of the costs. The increases in benefit costs, while necessary, should be carefully evaluated to ensure that they are equitable and do not disproportionately affect any area of research.

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The Bicentennial Commencement
May 18, 1975—


The British Are Coming,
The British Are Coming. . .
The British Have Come and Gone

Vice-Chancellor Watson of St. Andrew's at the Liberty Bell.

Photographs by Eugene H. Mopsik
The British Are Coming,
The British Are Coming...

What was a cry of alarm to Concord in 1775 was the happiest news of the year to Penn two centuries later, when the word began circulating that all seven British universities founded before the American Revolution would send their heads to open the University's Bicentennial celebration.

Next came the news that the eight American colleges founded, like Penn, in Colonial times would send their representatives; and finally the White House confirmed that the President of the United States would give the Commencement address and join the fifteen academic leaders in taking honorary degrees.

For the academic visitors Commencement was not just a day but a weekend, some of them arriving Friday for private dinners with Penn people, then spending Saturday on tours of Philadelphia and of the campus. (In the afternoon five of the British visitors, discovering the Alumni Day Parade of Classes on Locust Walk, promptly stopped touring and began reviewing the troops; then they fell in properly with the Class of '75 and marched to College Hall Green for the wind-up of the day.)

At a dinner with the Meyersons and Stellars in Carpenters' Hall, each visitor received a facsimile of the most important documents in Penn's history, starting with Benjamin Franklin's Proposals Relating to the Education of Youth in Pennsylvania. Number One in the limited edition was held for President Gerald Ford, who would arrive on Commencement Day itself.

That day began with a luncheon in the Museum, where the academic visitors fanned out among Penn faculty, staff and students for lunch among the mummies and Pharaohs of the Upper Egyptian Gallery—the only Penn building President Ford would enter on his stay.

On a crisp timetable that meshed the planning of the White House, Penn's Office of the Secretary and a hardworking volunteer, Marj Meterson, the luncheon guests moved to the Civic Center for Commencement, the part of the weekend the daily press covered for most of a week.

Marching to nothing more warlike than a Gilbert & Sullivan tune, the honorees filed into Commencement led by Chief Marshal William G. Owen, Provost Eliot Stellar and Chaplain Stanley Johnson. In inverse order of their founding came the Americans from Dartmouth, Rutgers, Brown, Columbia, Princeton, Yale, William and Mary, and Harvard. On their heels came the British from Trinity/Dublin, Edinburgh, Aberdeen, Glasgow, St. Andrews, Cambridge and Oxford.

An alumnus born closer to the Centennial than the Bicentennial led the Alumni Parade of Classes: Dr. Stanleigh Meaker, Class of 1900 Dental Medicine, now 98.

Three-cornered hats in varying degrees of authenticity appealed to the youngsters at Alumni Day.
Finally, after Trustees of Pennsylvania Donald Regan, Robert Dunlop and Thomas Gates (who would be asked later to hood the Chief of State), President Martin Meyerson escorted in the President of the United States—into the ovation of the record crowd of 12,000.

The President had obviously done his homework. His speech was launched with jokes that only come from writers savvy enough to find The Daily Pennsylvanian’s phone number. He called Penn “one of America’s great educational complexes consisting of 16 institutions of higher learning and personal enlightenment—17 if you include Smokey Joe’s and later admired Penn students’ ability to keep things in perspective. The way I see it, in an age that puts such a premium on drive, ambition, competition and the need to excel, any campus that has a sculpture called ‘We Lost’ can’t be all bad.” Washington politics were not forgotten, of course: “Two hundred years ago, the members of the Second Continental Congress adjourned their sessions and marched over in a body to participate in the graduation ceremonies of your great institution. I congratulate you on this unique bit of history. From my experience, it is not all that easy to get a Congress to march together on anything.”

Showing some perspective of his own, the President entered smiling even though demonstrators were waving banners and playing tape-recorded anti-war song parodies across the street, and he took in stride the mixed reaction to his speech—some twenty graduates stood in protest, and a few walked out, while the majority of the audience applauded his reference to the Magyavetz rescue.

But the most unexpected demonstration was prompted by Rosemary Murray of Cambridge and Matina Horner of Harvard-Radcliffe: the honorary degree candidates were greeted with prolonged applause throughout the hall and a standing ovation from women FAS graduates. When a male newswoman grumbled, a female counterpart replied only that the demonstration was so genteel as to be called Ladies’ Lib.

President Ford and his entourage went their own way after Hail, Pennsylvania, while the British and American academic leaders moved on to the actual opening of the Bicentennial at Independence Hall. A stone’s throw from the site of the 1740 Charity School that became the University of Pennsylvania, two kinds of speeches were made, blending the history of the American founding with...
Dr. Habakkuk gave President Meyerson the warm greetings of Oxford.

The British brought scrolls of greeting—Oxford's in Latin with Dr. Habakkuk's apologies to the shade of Ben Franklin and his sense of practicality, and Glasgow's in English with the simplest speech of the day from Sir Charles Wilson, the one who said Pennsylvania was having "a magnificent party."

From the Americans came vignettes of America's and Penn's founders starting with Dr. Horner's witty portrait of "Bostonian" Ben Franklin. The Harvard representative was happy to celebrate the Bicentennial with "a much younger sister," but equally happy to poke fun at Old Harvard through the words of Mr. Franklin when he wrote under the name of Mrs. Silence Dogood:

...I reflected in my Mind on the extreme Folly of those Parents, who, blind to their Children's Dulness, and insensible of the Solidity of their Skulls, because they think their Purses can afford it, will needs send them to the Temple of Learning, where, for want of a suitable Genius, they learn little more than how to carry themselves handsomely, and enter a Room genteely (which might as well be acquired at a Dancing-School) and from whence they return, after Abundance of Trouble and Charge, as great Blockheads as ever, only more proud and self-conceited.

Provost Eliot Stellar described his own predecessor, William Smith, that hardheaded cleric who led in the formation of America's first entirely secular institution of higher learning.

And Dr. Alexander Rush painted so vivid a portrait of his great-great grandfather that one expected Dr. Benjamin Rush to materialize as the next speaker.

Instead the next, and last, was Sir Hugh Robson of Edinburgh, who in one stroke drew together the two themes of the afternoon. He, too, delivered the greetings of his institution but he did it by adding one more remembrance of an American patriot-scholar. He had brought with him one of the two copies of Dr. Rush's thesis that have lain in the Edinburgh library since the young chemist completed his degree there in 1768. "We have had it rebound," he said gently of the small red book in his hands, "but otherwise it is just as it has been all these years."
HONORS

HONORARY DEGREES

Dean Walter Cohen of the School of Dental Medicine has received an honorary Doctor of Science degree from Boston University for his work in “oral health evaluation and treatment” and “improvement of dental education and total patient care.”

The Philadelphia College of Textiles and Science has awarded an honorary LLD degree to its life trustee Dr. Edward B. Shils, professor of management here.

AWARDS

The Operations Research Society of America has presented the George E. Kimball Medal to Dr. Russell L. Ackoff, Silberberg Professor of Systems Sciences in the Wharton School, for his “distinguished service to the Society.”

Dr. Nina Auerbach, assistant professor of English, has been selected as a fellow of the Radcliffe Institute for 1975-76.

The University’s chapter of the Society of Sigma Xi has awarded grants in aid of research to Dr. Peter Dodson, associate in anatomy in the Veterinary School’s department of animal biology, and to Dr. John McKiritch, associate in pathology in the Medical School.

Dr. John M. Fogg, professor emeritus of botany and former director of the Morris Arboretum, will receive the first Morris Arboretum Award for his “exceptional accomplishments both horticulturally and in community relations in behalf of the Morris Arboretum.” A magnolia tree will be planted in his honor during the presentation ceremony June 6 at 3 p.m. in the Arboretum.

Alumni and friends are welcome.

The Wharton Graduate Association has presented the annual Anvil Award to Dr. Jamshed K.S. Ghandhi, associate professor of finance, in recognition of his outstanding teaching.

Dean Bernard Wolfman has received the Distinguished Service Award of the University’s Law Alumni Society. He has also been elected to the Board of Trustees of the Foundation Center, a New York-based organization providing information on philanthropic foundations, library service, research and publication.

HONORS IN BRIEF

Morris Arboretum staff and volunteers will honor Dr. Patricia Allison, plant pathologist there for eighteen years, with a retirement supper May 28.

Dr. Alfred F. Fishman, William Maul Measey Professor of Medicine, has been named the first Zyskind Honorary Visiting Professor to the new medical school at the University of the Negev, Beersheva, Israel. He will assist in the development and implementation of a curriculum for the students in the first class there.

Dr. Mark M. Mishkin, professor of radiology, has been chosen president-elect of the Association of University Radiologists.

The School of Dental Medicine has established an annual lecture series named in honor of Dr. Ned B. Williams, professor emeritus of microbiology and former director of the Center for Oral Health Research at Penn.

Professor of Communication Sol Worth has been elected president of the Society for the Anthropology of Visual Communication and editor of its journal, Studies in the Anthropology of Visual Communication.

RETIRED LUNCHEON

A retirement luncheon is being planned for Bernice Smith of the Gimbel Gymnasium

continued from page 2

publication. However, whatever the level of "public discussion on the rationale for present accounting methods," I must confess that I expect to hear of the observation of the magnetic monopole long before "we can all be satisfied that they are fair and even-handed across the University.”

I note that, despite some apparent skepticism about the correspondence between overhead and benefit rates and benefits received, you have refrained from suggesting that a bloated and inefficient administration is at the root of our troubles. This is disappointing, because it deprives me of an opportunity to note that, in this year of general belt-tightening, the budgets of most administrative centers are decreasing while the budgets of most academic and research centers are still increasing! Inefficiencies and injustices undoubtedly exist, however, and I assure you that my administrative colleagues and I are committed to eliminate them wherever possible. In this effort, the constructive advice and assistance of the faculty is essential.

You ask, "Should the benefits rate on faculty summer salaries be the same as academic year salaries, when in fact no additional benefits accrue to the faculty on the basis of that extra salary?" and "Can the uniform allocation of costs for tuition benefits be justified when those benefits are extremely unevenly distributed?" Both of these questions relate to the general question of inequities which inevitably arise when various costs are distributed uniformly in time or in space (among schools, etc.) This question is continually being confronted in various forms by faculty, student, and administrative groups such as the Budget Committee. Uniformity has the virtues of simplicity, which tends to keep administrative costs and hence the overhead rate low, and what some might call communal justice, since it tends to support the worthy poor at the expense of the fortunate rich. It is also required by our Federal patrons in many instances! On the other hand, strict nonuniform assignment of costs where the benefits lie (if you can tell where) has obvious attractions. The detection of the golden mean between these two limits is a tricky and very subjective business. For example, your second question is in fact currently being debated in the Budget Committee.

One of its facets is that tuition remission for graduate students having stipends from grants is currently funded from the general Faculty and Staff Scholarships account, and this component of that account has its source in the EB charges to all grants. A believer in placing the costs where the benefits lie has only to observe that our biomedical researchers dispose of about 60% of our research grant funds while training about 20% of our students.

The University is more nearly "grim survival." The administration is, I believe, as deeply committed as the faculty to the research and scholarship side of our University mission. Unfortunately, it cannot shield our researchers and scholars from the economic realities.

—Donald N. Langenberg
Vice-Provost for Graduate Studies & Research

ALMANAC May 27, 1975
**PERSONNEL BULLETIN BOARDS**

During the summer the Personnel Office will continue to post available positions each week on the campus bulletin boards listed below.

College Hall, first floor next to room 116
Franklin Building, next to room 130
Towne School, mezzanine lobby
Veterinary School, first floor next to directory
Leidy Labs, first floor next to room 102
Anatomy-Chemistry Building, near room 358
Rittenhouse Labs, east staircase, second floor
LRSM, first floor opposite elevator
Johnson Pavilion, first floor next to directory
Logan Hall, first floor near room 117
Social Work, first floor
Richards Building, first floor near mailroom
Law School, room 28 basement

**TELEPHONE POLICY GUIDELINES**

Of the University's $1.4 million annual phone bill, more than half is for itemized calls and message units. Provost Eliot Stellar and Vice-President Paul Gaddis said in a memo issued May 8, There is urgent control, by limiting calls to those necessary and by taking advantage of lower rates before 8 a.m. and after 5 p.m. The remaining $675,000 is for basic line and equipment charges, including numerous multi-button sets and intercom equipment.

The Telephone Office under Steve Murray is completing a University-wide survey of equipment now, and has saved as much as 40% in some departments through reduction of equipment cost. Dr. Stellar and Mr. Gaddis note for faculty and staff the following guidelines set by the Telephone Standards Committee; questions go to Mr. Murray at Ext. 8667.

Recognizing the importance of telecommunications to the faculty and staff of our University, it is our policy to allow for the flexibility to meet individual circumstances but to delineate certain criteria by which we may standardize department telecommunications systems in order to reduce the costs of those systems.

Each faculty and staff member will be assigned telephone equipment and service to meet, but not exceed, the normal daily requirements of his or her position. Multi-button telephones are to be installed only in special circumstances where function dictates their use. Wherever feasible, employees are encouraged to answer their own telephones.

Certain activity centers, because of the nature of their business, may require up to four incoming lines to be shared by several individuals. This requires the installation of an unusually high proportion of 8-button telephones and should only be authorized after consultation with the Telephone Department regarding alternative arrangements.

Generally speaking, most dial-select intercom systems are expensive and unnecessary. Where required (as above) they should not exceed an absolute maximum of nine numbers.

All personnel in the University are required to pay for personal telephone calls. For business communications, each department will have the responsibility for channeling all external messages through the most economical means possible.

Personnel are urged to reconsider unnecessary features of their current equipment with a view toward minimizing its monthly rental cost. On request, a Telephone Department representative will be pleased to help in this review.

Future requests for telephone installations will be reviewed by the Telephone Department to assure that the equipment does not incorporate features that exceed the user’s communication needs and is within budget constraints.

In this capacity, the role of the Telephone Department is to serve as a technical consultant in helping each department to develop the most efficient and economical telephone system consistent with the functions and requirements of the particular area.

**ANIMAL HANDLERS CONTRACT EXTENSION: JULY 1**

On Monday, May 12, 1975, the Animal Laboratory Technicians in the School of Medicine who are represented by Local 473, International Brotherhood of Firemen and Oilers struck in protest over the University's no salary increase policy. The collective bargaining agreement expired on May 1, 1975, but was extended for ten (10) days in accordance with the recent health care amendments to the National Labor Relations Act.

On Wednesday, May 14, 1975, the University obtained an injunction against illegal picketing by members of Local 473 and on May 16, 1975, the court issued a ruling holding Local 473 and certain of its members in contempt of court for continued violation of the ruling. Also, on Wednesday, members of several other Unions refused to cross the picket lines of Local 473 and members of supervision or other non-union personnel performed the necessary work.

On Sunday, May 18, 1975, the membership of Local 473 decided to return to work under an extension of their contract which will now expire July 1, 1975.

—George Budd, Director of Labor Relations

**NEWS IN BRIEF continued**

of the Université de Droit, d’Economie et des Sciences d’Aix-Marseille, the three-day course which begins June 10 will focus on the use of interactive decision support systems in management.

**CWEP COMMENCEMENT**

Dean Donald C. Carroll presented certificates to eighteen graduates at the fifth annual commencement of the Community-Wharton Education Program May 17 at the University Lutheran Center, 37th and Chestnut Streets. Started in 1968, the evening program provides two years of college training in management.

**LAW SCHOOL HONORARY DEGREE**

The Law School's Honorary Fellowship was presented to Jack Greenberg, director and counsel of the N.A.A.C.P. Legal Defense and Educational Fund, at the Law School's Commencement exercises May 18.

**ELECTION: BUSINESS ADMINISTRATORS**

The Association of Business Administrators has elected three new members to its Steering Committee for 1975-76: Saul L. Katzman, business administrator in biology; Kenneth B. Campbell, manager of contract accounting; and Frances Harris, office manager, School of Medicine business office. Re-elected were Juan J. Grana, administrator in biochemistry; Paul F. Pitts, business administrator in Graduate Arts and Sciences; Shirley Smith, business administrator in pathology; and Anthony Merritt, assistant director of research administration.

**ELECTION: FACULTY CLUB**

In the annual election of officers of the Faculty Club, the following members were chosen for two-year terms on the Club's Board of Governors: Karen Gaines, editor of Almanac; Dr. Theodore Hershberg, assistant professor of history; Jerrold Jackson, comptroller; Gerald Robinson, executive director of personnel relations; and Dr. William Stephens, professor of law.

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