Faculty/Staff: $5 Million

The University faculty-and-staff goal for the $255 million Program for the Eighties has been set at $5 million, according to an announcement by Dr. Charles C. Price, Benjamin Franklin Professor of Chemistry and Chairman of the Campus Committee for the campaign.

The University of Pennsylvania faculty and staff contributed $3.1 million to the University's last capital development program, an amount believed to remain unequalled by the campus contribution to the campaign of any other university. In that campaign, which began in 1965 and attracted more than $102 million by its conclusion in 1969, 65 percent of the tenured faculty participated. This time the Campus Committee has set a goal of 70 percent.

The Campus Committee for the Program for the Eighties was organized under the aegis of the Trustees of the University and reports to the Campaign Operating Committee. Members of the Campus Committee are:

- Dr. Charles C. Price, Chairman
- Stuart H. Carroll, Secretary

Faculty
Dr. Ralph D. Amado, Physics; chairman of the Faculty Senate
Dr. Richard C. Clelland, Statistics
Dr. Jean Crockett, Finance
Dr. Loren Eiseley, Benjamin Franklin Professor of Anthropology and History of Science
Dr. William T. Fints, Jr., Surgery
Dr. Renee Fox, Sociology
Dr. Anthony Garvan, American Civilization
Dr. William G. Grigsby, City Planning (ex officio)
Dr. Benjamin F. Hammond, Microbiology, (Dental)
G. Holmes Perkins, Architecture & Urbanism
Dr. Robert W. Preucel, Obstetrics and Gynecology
Dr. John A. Quinn, Chemistry and Biochemistry (CEAS)
Mrs. Ann L. Strong, City and Regional Planning
Dr. E. J. Lawson Soulsby, Pathobiology, (Vet.)
Dr. James M. Sprague, Anatomy (Med.)
Dr. Bayard Storey, Obstetrics and Gynecology

Administration
Alfred Beers, Assistant Vice-President for Finance (Administrative Assembly)
Mrs. Una L. Deutsch, secretary to the University Chaplain; (A-3 Assembly)
J. Jerrold Jackson, Comptroller
Harold E. Manley, Vice-President and Treasurer
Curtis R. Reitz, University Counsellor
Gerald L. Robinson, Executive Director, Personnel Relations
Fred A. Shabel, Vice-President for Operational Services
Dr. Jon C. Strauss, Executive Director of the Budget
Joel E. Kinley, Assistant Treasurer

Student Representatives
Virginia Briscoe, graduate student on University Council
Cyndy Chanenson, undergraduate student on University Council

University Scholars: April 1

The Council of University Scholars has announced a deadline of April 1 for application to the Penn program which singles out "a small number of outstandingly gifted, strongly motivated and mature" undergraduates with precisely defined career plans, and offers them "an individually tailored combined undergraduate and graduate or professional course of study culminating in the doctoral degree."

Although students may apply directly to the program after securing faculty sponsorship, the selection process also works in reverse: faculty members are encouraged to identify students who may belong in the University Scholars Program, and work with them on making application.

A new brochure, available from coordinator Michael Neiditch at 3533 Locust Walk (Ext. 6888), gives full details of the program. Its key benefits for students, however, include advance acceptance in the graduate or professional degree program selected, plus flexible pacing, curricular freedom, strong advising and financial aid as needed to proceed through to the doctorate.

The dossier required with the application gives faculty members an indication of the kind of student sought:

1. Pertinent scholarly or research papers written by the nominee and showing unusual achievement.
2. A letter of endorsement by the faculty sponsor, together with other supporting letters.
3. A letter from the nominee to the Council indicating how he or she will use the advantages of the program in arranging a special study sequence, together with a statement of long-term goals and personal aspirations.
4. A high school transcript.
5. A transcript from the undergraduate school.

Seniors are not eligible, and the program is not for students who merely want to add a few graduate courses to their rosters or to undertake combined B.A./M.A. programs. It is for students who are "intellectually mature, who possess at an early age the elements of a sound liberal education, and who have very firm educational career plans," according to the brochure.

The dossier described above must be sent by April 1 to Dr. Otto F. Springer at 102 College Hall. Faculty who want advice in the meantime on preparations to nominate their students should ask Mr. Neiditch for further details.

Yesterday, March 4
... page 8
The following is an open letter to the Provost from the Acting Dean of the School of Allied Medical Professions. Dr. Stellar's response appears opposite.

On Fiscal Options

by Eugene Michels

February 10, 1976

In March 1971, President Meyerson and then-Provost Reitz emphasized, in their Proposals for Consideration by the University Community, the concerns for balancing the budget and assessing the evolution of the University and its future achievements. They stated, "If all our present financial aspirations are achieved, we will still have to decide which areas of activity at the University are to be strengthened, which stabilized, and which reduced and sometimes even eliminated. Resources will always be scarce. Through the planning and consultative processes in the University, we must decide which programs we will emphasize and which we will not."

Almost a year later, in January 1972, President Meyerson had this to say in his statement on Directions for the University of Pennsylvania in the Mid-Seventies: "Given the concern and sometimes suspicion directed toward higher education in recent years, there is no chance for this option (. . . one which requires us to raise more new funds than ever before and to raise them primarily for qualitative improvements in our educational programs) to succeed unless it is clear that 1) the University is putting its own house in order financially and managerially; unless it is clear that 2) there is a real determination to reallocate existing resources in terms of articulated priorities, and unless it is clear that 3) those priorities will make Pennsylvania far more outstanding than it is now in learning and research."

The statements cited above appear to have served as the groundwork for much of what came after 1972: (1) the recommendations advanced by the University Development Commission, (2) the conversion to responsibility center budgeting, and (3) the attempts to complete the still intractable task of making the principle of selectively strengthening selective excellence operational, rational and generally acceptable. The contradictions among these three means of achieving a viable, qualitatively improved One University were described by the Senate Committee on Education (Almanac April 30, 1974) and by the Senate Joint Subcommittee on Financial Responsibility Centers (Almanac April 1, 1975) and need not be repeated here.

These contradictions pose a dilemma for taking actions with both short-range and long-range consequences; indeed, given the contradictions and the elements within them, decisions on the budget and on the reallocation of resources may have unforeseen academic consequences for the University. In the four years since the fiscal directions for the University in the mid-seventies were proposed, we have managed only to identify some of the problems encountered in following those directions. Workable and acceptable solutions to the problems are not yet in hand. Meanwhile, our current financial position demands that rather immediate action be taken to keep the University solvent without seriously or irreparably impairing its essential academic function. Keeping constant the private character of the University, we seem to have the following, not necessarily mutually exclusive, fiscal options from among which to choose at this time:

1. Proceed with the selective cutting of some academic programs in order to selectively strengthen others through the reallocation of resources but recognize that:
   a. Our academic programs are our chief resources. Programs and resources do not exist independently of each other. Terminating Program A will provide additional resources for Program B only if Program A is a deficit operation in terms of its own direct revenue and direct expense.
   b. Terminating non-deficit programs, that is, simply reducing the total number of academic programs, is a self-limiting (and could be a self-defeating) method of achieving solvency if the reallocation of financial resources through tuition tax, smoothing of guaranteed income and discretionary subvention is to be continued. In this sense, reducing the degrees of freedom will impair the University's financial flexibility.
   c. Arguments over survival tied to selective excellence sap the energy and time of our human resources which might be better spent in more productive ways. Human energy and time are money of which we have precious little. In no conceivable way can such arguments, made public, generate additional outside support for the University. Given the known difficulty of operationally defining the terms excellence and eminence (of discriminating them, for example, from their superlatives, selective excellence and preeminence), and given the anticipated difficulty of attaching lasting meaning to those terms, any acceptable scale of program quality (assuming that one can be devised) should be used chiefly or possibly only as a guide for achieving the defined upper levels of that scale. Perhaps the chief non-fiscal criteria for survival of an academic program should be the fulfillment of its assigned academic mission and the continued acceptance of that mission (in its original or revised form) by the University at large.

2. Identify the academic function of the University as its essential function and then articulate the priorities among programs and activities in terms of preserving that function. Selective cutting would then be made first among nonacademic programs and activities. Conceivably, such non-academic cuts would inflict less irreparable harm on the University and could be more readily restored, even temporarily, if and when the economy permits.

3. Continue responsibility and indirect cost center budgeting (that is, program budgeting) but either:
   a. Provide full disclosure of all budgetary information and invite the heads of the centers to participate in determining allocations and reallocations of money among the centers.
   b. Centralize all budget responsibility and decisions. The current budget process is, itself, too costly in personnel time for both the intended and unintended results it achieves, and this cost in personnel time may account in part for the unparalleled increase in the number of full-time A-1 personnel since 1971-72 (see item 5 below).

4. Impose uniform but equitable cuts on all programs, activities and centers. For the cuts to be both uniform and equitable, the algorithm for determining them should take into account the relative cost-effectiveness of the units.

5. Impose selective cuts in types of personnel, the amount of reduction in each type to be a function of the degree to which the personnel are essential to the academic function of the University
The importance of these matters compels me to make this an open letter to your office. I do not seek a personal reply because I believe the matters are of wide concern and demand the attention of all who are interested both in the preservation and improvement of academic quality and in the survival of a great University.

Response

by Eliot Stellar

The points raised by Acting Dean Michels, taken individually, are each worthy of discussion and have in fact been part of the deliberations that have been taking place in the Budget Committee, with the deans, and in other University forums. The conclusion, or even the principal message, of the letter is less clear. Two possible messages deal with criteria for resource allocation and with the relative growth of employees classified as A-I. I would like to address each of these.

Acting Dean Michels seems to argue that since “excellence” and “eminence” are difficult to define and to measure, we should in the main look only for adequate performance of an assigned mission. This is clearly a prescription for mediocrity, and must be decisively rejected. Difficult as it may be, we must continue to attempt to evaluate the excellence and centrality of our academic programs, and select among them either for investment or for retrenchment.

Acting Dean Michels also views with alarm what he calls an increasing rate of growth of administrative personnel, pointing out that the number of full-time A-I employees has increased by 112 percent since 1967-68, with a most dramatic increase in the past two years. His inference, however, is very misleading on two counts. In the first place, the number of staff classified as A-I is not at all the same as the size of the operation commonly associated with “The Administration”. A great many A-1s are school and departmental administrative personnel, and many others are laboratory and research support personnel, usually employed on restricted budgets. A University-wide measure of A-I’s is not at all a measure of the central administration as I believe the Michels letter implies.

Second, he is apparently unaware that during the past two or three years the Personnel Department has carried out a wholesale redefinition of jobs and reclassification of persons in the nonacademic areas. As a result, hundreds of A-3 employees have been properly reclassified as A-I administrative or professional staff. For example, many persons have been reclassified from Laboratory Technician (A-3) to Research Specialist (A-1), or from Administrative Assistant (A-3) to Business Administrator (A-1). By far the greatest part of the growth in the A-I ranks is attributable to this process of reclassification. Of course some new A-I positions were created, but the increases were more than offset by personnel reductions in other areas.

The overall personnel census results for the A-I and A-3 staffs during this period are shown below:

<table>
<thead>
<tr>
<th>Year</th>
<th>A-I</th>
<th>A-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>67-68</td>
<td>677</td>
<td>2929</td>
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<tr>
<td>68-69</td>
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<td>2958</td>
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<tr>
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</tr>
<tr>
<td>74-75</td>
<td>1361</td>
<td>2247</td>
</tr>
</tbody>
</table>

TOTAL 3596 3724 3716 3410 3489 3494 3608

Clearly, these data show that the total of A-I and A-3 employees has not increased since 1967-68, and in fact the most recent count is about 125 less than the peak in 1969-70. Personnel reductions now in progress will reduce the totals still further.

Acting Dean Michels also notes that A-4 employees have increased by 31% in the same period. Again, this is misleading. In fact, the number of full-time regular A-4 employees has decreased from a peak of 1450 in 1970-71 to the present level of 885. The increase he notes in overall A-4 totals is due to the dramatic increase in part-time student employees, most of whom are supported on work-study funds. Again, the image of runaway inflation of the administration simply does not square with the facts.

Open letters in the Almanac are not a particularly effective way of answering the kind of legitimate questions Acting Dean Michels has raised. However, I am pleased to have the opportunity to discuss these issues widely in the University community.
Energy at Penn
by Fred A. Shabel

The University of Pennsylvania has embarked on an energy conservation program that will require the support and cooperation of the entire University community. The intent of this document is to provide a perspective on the University's energy problem, to outline recent conservation efforts, to discuss plans and goals, and to call for cooperation from the University's highest levels to help us establish a direction in which to move.

Energy use is essential to the operation of the University. The spiraling costs of this necessity have had an alarming impact on our financial resources, and it has been cited by some as a major factor in our current financial difficulties. Increased utility expenditures in no way improve the quality of our institution. They may, in fact, hinder our educational and research efforts by further depleting our financial resources.

Since fiscal 1973, the cost of electricity has jumped nearly 100%, while steam costs have escalated 200%. Our annual energy bill increased from $4.24 million in 1973 to $9.2 million in 1975. Despite a 6% reduction in our total energy consumption since 1973, our annual energy bills rose 117%. Were it not for our current conservation efforts, our energy costs would have been considerably higher.

We cannot afford to underestimate the further impact that energy costs could have on the University. It is important, therefore, that all members of the University community understand our energy conservation efforts: where we have been, where we are, and where we are going.

WHAT WE HAVE ACCOMPLISHED

Operational Services has implemented successfully several projects to reduce the University's energy consumption and energy demand, the two elements of our steam and electric bills. Among these projects so far:

1. Steam demand limiters have been installed in 26 buildings.
2. Time clocks have been installed on air handling equipment in 17 buildings which turn off equipment when the buildings are not occupied. This program is continuing, and will include eventually all buildings.
3. Thermostats have been set back wherever feasible to 68 degrees in the winter and set up to 75 degrees in the summer.
4. Heating and domestic hot water temperatures have been reduced.
5. Restrictors have been added to shower heads throughout the campus.
6. Night-time cleaning crew schedules have been changed to earlier hours to reduce night-time energy use.
7. A lighting reduction program has been instituted and so far 2200 incandescent and fluorescent bulbs and ballasts have been removed. These would have consumed $33,700 last year. There are many areas throughout the University where illumination levels far exceed lighting requirements.
8. As part of Operational Services' Energy Funding and Pay Back Program we have invested in the Law Library $25,000 for the installation of a more efficient lighting system. Our chief electrical engineer has calculated an annual cost reduction of approximately $20,000 for this modification.
9. We have installed a centralized monitoring system which will provide immediate information on the status of mechanical equipment in each building. This capability will greatly improve the efficiency of our maintenance program.
10. The central monitoring system will have the additional capability of deferring selected loads to reduce our summer peak electric demand. The financial impact of this demand control will be reflected in both our summer and winter electric bills; this is due to the current design of the electric rate structure.

Each month the University is charged for its total monthly electric consumption and for its peak electric demand. In a summer month, the peak demand is measured as the maximum amount of electricity consumed within a one-half hour interval. In a non-summer month we may be charged for a demand that is actually higher than the measured peak demand of that month; this is because of a clause in the electric rate tariff which states that we will be charged for the greater of two demands; either the measured demand for the month itself or 75% of the maximum demand of the previous summer. This can have a very negative impact on our electric bills for the succeeding eight months. In fact, last year the University, in the majority of the non-summer months, had to pay for a demand that was higher than the measured peak. This is why the demand control equipment is so important. If we had reduced our maximum summer demand by 10% last year, the combined effect of a reduced summer demand and the reduced "minimum billed demand" would have cut our energy bill by $70,000.

Even though we have made great progress in reducing energy waste, Operational Services is constrained by the control problems inherent in the antiquated energy systems in some of our buildings. These problems are a severe handicap to our efforts to maintain efficient mechanical systems. Nevertheless, we are satisfied that we have a vital energy program, and will continue with it, despite the less than perfect conditions we are working with.

WHERE WE ARE AT PRESENT

Our efforts in the recent past have left us in a very challenging position. The necessary steps have been taken to reduce some obvious waste. What remains will be more challenging because it requires a greater investment of human and financial resources. The projects listed below are ongoing; the future will demand efforts beyond the technical aspects of energy conservation. They require a commitment from our major decision makers.

1. Each major building on campus is being studied to indicate exactly where energy waste occurs, either through inefficiently operating mechanical systems or through inefficient use of the buildings themselves. Outside engineering firms have been retained to
analyze and recommend methods of reducing energy use in three major buildings. One preliminary report indicates that after an investment of $125,000 in major equipment modifications, approximately $32,000 in energy charges can be avoided annually.

Even more significantly, the same report shows how changes requiring little or no investment can result in avoiding $85,000 annually in energy costs. These changes would involve more efficient scheduling and building use, and it is here that the need for stronger leadership is most evident. Operational Services can tackle the technical side of energy conservation. To change our habits and thereby conserve even more energy will require a commitment from the University's top administration.

2. Building conservation programs cannot be totally effective without a good maintenance program. The Physical Plant Department has been charged to make more effective use of its manpower toward this end.

3. To assist the Physical Plant Department's maintenance program, an aerial infra-red survey is being conducted. This survey will indicate areas of heat loss or energy waste in our steam distribution system and our building roof surfaces.

4. Conservation measures such as removing lights and hallasts, installing time clocks on air-handling equipment, installing steamlimiting devices, and changing thermostat settings will continue to be implemented as part of our ongoing efforts to control our energy use.

5. To better organize and direct energy conservation efforts, an Energy Office has been established recently as part of Operational Services. The Office's major responsibility is to develop and implement a Total Energy Management Program. This program will not only follow up on the implementation and impact of our technical conservation efforts, but will also implement and coordinate many of the non-technical efforts. These include: (a) sensitizing our housekeeping staff and security force to energy waste, working closely with, and developing a program for, building administrators, (c) meeting with University faculty, staff, and students to review and discuss the utility needs and conservation possibilities of particular sectors of the campus, (d) developing teams of "energy monitors" who will work directly with Operational Services late at night and during the day to indicate and report areas of obvious energy waste, and (e) implementing and coordinating a comprehensive and continuing University community public relations and awareness campaign for energy conservation.

WHAT THE FUTURE HOLDS

Operational Services and its many offices can only go so far with its energy conservation programs. We are entering that time when it will be necessary for all members of the University community to maintain an energy consciousness and if progress in consumption reduction is to be maintained. In an institution of our complexity, we must recognize that conservation measures will vary according to the energy needs of particular areas within the University. It is, therefore, critical to our conservation efforts that a continuing dialogue be maintained between the academic leadership and Operational Services. Every decision made, no matter what area of University life it concerns, should have energy use as one of its primary considerations. We invite faculty, staff and students to join with us in a self-commitment to becoming more aware of energy.

We believe the following areas should be considered part of a strong energy program for the future:

1. Class scheduling and building utilization, both during the normal school year and in the summer, must be examined. A former Space Committee report stated that "The University has substantial excess capacity in classroom space in all hours except perhaps the 10:00 a.m. to 11:00 a.m. slot. Even making due allowance for the different types and sizes of classroom space required, the University would be able to consolidate and close outmoded and costly buildings if it used fewer classrooms more intensively."

2. Budgeting and billing procedures should be examined carefully to determine whether the University is being compensated justly for energy and maintenance costs. Such a review should include the Conference Center's scheduling and billing policies, the residential contracting system, and the billing procedures for the many programs held on campus. Energy is no longer a free commodity and it cannot be considered as such.

3. The University must continue to pursue further energy economies, and vital to this pursuit are cooperation and coordination within the University community. Our conservation efforts are being slowed because our cohesiveness is in action and our awareness of the financial burdens of rising energy costs are still not strong enough. This past summer a building air conditioning shutdown was planned for the recess period. In spite of advance planning, the air conditioning in every building had to be turned back on. In many cases some large buildings were being air conditioned for a very few people. Activities had been scheduled in buildings which were not to be air conditioned. Essentially the same thing happened during the recent Christmas shutdown. Many buildings were heated and ventilated to accommodate a very few individuals, and activities were scheduled in buildings that were supposed to be closed. Operational Services cannot effectively carry out a policy decision made by the academic community without the full community support and cooperation that must necessarily follow from that decision. Scheduling decisions, in particular, must have the support of our academic leadership.

We call on all members of the University community to recognize as we do that energy is not free; we call on our financial leadership to recognize that investments in energy conservation cannot be covered by savings alone, but require new money; we call on the building administrators to become involved with us in their responsibilities; we call on the academic leadership to provide the Registrar with the necessary capabilities to implement a class scheduling program that is energy conscious; we call on the Provost's Office to lead our community in the development of a University calendar that is compatible with wise energy use; and we call on the entire community to realize that we can no longer afford the luxury of being unconscious of energy.

There is currently a feeling of frustration among the people on campus who are involved actively in energy conservation. Technical modifications have been made and are continuing; programs have been instituted; engineering studies are under way. But more is needed. There is a divisiveness on campus which must be alleviated. We are entering a period when the biggest part of energy conservation will come from the cooperation of the various elements of the University. All we ask is that the community work with us to tackle energy problems. We are going to make mistakes, of course, but it is better that those mistakes are the result of a vital, active program of energy conservation than the result of apathy or divisiveness. Hopefully, this document will ignite the various elements of the University community, and we will join together to work for an intelligent, thorough and sensitive program of energy conservation.

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**ENERGY COSTS**

**Fiscal Year 1974-75**

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<th>Electric Energy</th>
<th>Steam Energy</th>
<th>% of Total Energy Costs</th>
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<td>Wistar</td>
<td>65,000</td>
<td>63,000</td>
</tr>
<tr>
<td>Museum</td>
<td>97,000</td>
<td>166,000</td>
</tr>
<tr>
<td>Residential</td>
<td>686,000</td>
<td>835,000</td>
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<tr>
<td>Academic, Admin-</td>
<td>2,928,000</td>
<td>2,390,000</td>
</tr>
<tr>
<td>istrative &amp; Misc.</td>
<td></td>
<td>5,318,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</tr>
</tbody>
</table>
The Return to China

A Report Having Nothing to Do with Mr. Nixon's Travels

Last December, looking forward to an uncertain volume over the Christmas-New Year Energy break—and looking back on a fall volume brought low by a drop in dinner meetings, cocktail receptions and other special events—the Faculty Club took several drastic steps to avoid what loomed as a massive deficit for the year.

Staff was cut from the normal 33 to just nine people over the break, and some were laid off permanently. Five longtime employees who had passed retirement age were sent into forced retirement. The Club shortened lunchtime serving hours (by half an hour) to keep all remaining employees' shifts to a minimum. And as cost of meals went up, the Club added the rise to the cost of meals on an item-by-item basis.

One of the extreme measures taken was to substitute throwaway dishes forchina in the Club's second-floor cafeteria service, with self-busing of trays by the members. (Not because of china prices themselves, though annual breakage does cost $2400, but to allow for the cutbacks in dishwashing and busing staff.)

This month, after criticism from members too strong to be classed as a tempest in a teapot, the Club's House Committee and Board voted overwhelmingly to return to china as soon as possible. No amount of whittling could produce funds enough to rehire a busing staff, the Board found, but by offsetting the wages of one dishwasher against the purchase price of throwaway dishes—and adding a slight rise in prices—the return to "real" dishes was rendered feasible. The two-week delay in throwing away the throwaway dishes results from a wait for the tall wheeled carts to hold members' dirty dishes.

Out of the Red? Not Yet

Even before opening its doors in the fall, the Faculty Club is in the red each year by the amount of its low-income July operation and its no-income August. Over each fiscal year, the Club can predict four kinds of months: (1) no income (as in August); (2) shortfalls (September, December, January, June, and potentially any month with a holiday where permanent staff are paid but no income comes in); (3) break-even; and (4) profit.

Historically, the only months that ever show a profit are those in the Club's second-floor cafeteria service, with self-busing of trays by the members. (Not because of china prices themselves, though annual breakage does cost $2400, but to allow for the cutbacks in dishwashing and busing staff.)

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5778).

6. Regain special events. Every individual, office, department, and society on campus is invited to ask the Club to bid on its dinner meetings, luncheons, cocktail receptions and the like. Manager Jim Lloyd or Associate Manager Kay Barnes can advise on the kinds of non-University events that can be held under Club regulations. Unknown to many members, events such as wedding receptions and bar-mitzvahs can be—and often are—held at the Faculty Club on weekends.

"This is the best staff, the best management, our Club ever had," said Mr. Robinson. "The 130 members who filled the dining room last Wednesday night know what tremendous morale there is here despite the painful cuts they've endured. Our hope and our belief—all of us at the Club, the management, the staff and the many members who take the time to speak up—is that we can all pull through together."

—K.C.G.

*For a dinner honoring the retirees John Abraham, Cleon Bullock, Ann Harrington, Betty Sarnese and Abraham Tucker, all of whom were voted special members of the Club.
OPENINGS

Under new procedures announced in Almanac February 17, openings at the University can be listed only after position review by the President’s Office. Following are the positions now eligible to be filled.

UNIVERSITY EMPLOYEES interested in the open positions are asked to call the Personnel Department for appointments, Ext. 7285.

ADMINISTRATIVE/PROFESSIONAL (A-1)

RADIO STATION MANAGER to provide professional guidance to student staff in all areas of station operation; Program Development format determination, standards and policies for air performance, training of new staff members. Develop and implement procedures for ascertainment of community needs and interest. Administer station’s budget. Qualifications: Broad experience in educational and/or commercial radio broadcasting with particular emphasis on program development and production; station management experience desirable; academic background in related field; expertise in program development and production. Must be able to work effectively with students. $12,300-$15,325.

ASSISTANT TO THE DIRECTOR to determine building services and maintenance in conjunction with the director; review all procedures, schedules and work methods and coordinate all construction and renovations performed by the department; responsible for coordinating the acceptance of all new structures and projects to insure suitable provisions for efficient plant operations and maintenance; assist director in preparing and reviewing departmental budgets; maintain necessary records and prepare appropriate reports; possess knowledge of trades and skills associated with plant maintenance; consult with other administrators for coordination of operations and interchange of ideas concerning buildings, utilities, and equipment and its use. Qualifications: College degree in engineering or architecture or equivalent experience in engineering or related fields; experience in all types of construction and maintenance of major building systems and facilities. Must be service oriented and possess good customer-relations attitude. Salary to be determined.

ASSOCIATE DEVELOPMENT OFFICER FOR FAS. Responsible to the Senior Vice-President, Campaign for the Eighties, for coordinating the planning and execution of fund-raising activities in the Faculty of Arts and Sciences. Will relate closely to the Dean and his colleagues on the faculty in casting campaign objectives into stimulating and orderly presentations of programs that will hopefully bring success in attracting funds—all of this to be integrated with the broader purposes and strategies of the Program for the Eighties. Capacity to analyze potential fund-raising resource (individual, corporate or foundation); to do research and plan techniques to obtain substantial gifts to the University for projects and programs; to organize and supervise others within and without the University to assist in fund-raising efforts; to evaluate the appeal to a donor in terms of amount, timing and method of giving; to prepare proposals; to coordinate fund-raising efforts. Qualifications: Proven record of successful fund-raising experience in higher education, preferably within a large, private research institution. Ability to analyze fund-raising resources and relate their potential to the academic goals of the University. Thorough grasp and appreciation of basic fund-raising principles and their vital importance to building substantive, ongoing relationships with donors. Holder of an advanced degree. Salary to be determined.

SUPPORT SERVICES (A-3)

CLERK IV to take orders, determine priority and schedule service calls for copying and duplicating equipment for University departments; type up and process orders and coordinate delivery of machines and supplies; maintain budget and inventory record of all copying and duplicating equipment and supplies on campus; maintain accounting records and prepare reports; compose and type correspondence. Qualifications: High school diploma; some college or business course preferred; two years’ office experience; knowledge of University procedures (bookkeeping, purchasing) helpful; accurate typing; ability to converse with University faculty and staff and outside vendors. $6,125-$7,325.

EDITORIAL ASSISTANT to prepare alumni notes, obituaries and calendar of events; serve as receptionist and office secretary; handle filing, errands, proofreading and related duties assigned by editor. Qualifications: Writing skills; accurate typing; degree preferred but not required. $6,550-$7,925.

The following related memoranda were sent on February 18 to all deans, directors and business administrators:

ABSENCE IN INCLEMENT WEATHER

Unless the University has been officially closed due to inclement weather, and such decision made public by way of radio announcements, all employees are expected to report for work at their normal time.

If the University has not been officially closed, any employee who does not report to work should not be compensated for the day, unless the reason for the absence is acceptable to the employee’s supervisor. Days lost cannot be charged against Sick Leave unless the employee was on Sick Leave prior to the day lost due to inclement weather.

Absences acceptable to the supervisor may be charged against Personal Days. Should the employee not have any Personal Days, the day lost should be charged against Vacation Days. Should the employee not have any Vacation Days, he or she cannot be compensated for the day lost.

EARLY CLOSING

It is the responsibility of the Office of the Director of Personnel and Labor Relations to monitor weather conditions, including the effects of such weather conditions on city and suburban roads and other means of transportation.

The Director of Personnel and Labor Relations shall keep the offices of the President, Provost, and Senior Vice President of Management informed as to these conditions. If the decision is made to allow employees to leave work in advance of the normal closing hour, the Office of the Director of Personnel and Labor Relations shall contact each Responsibility Center and Indirect Cost Center to inform these offices of the decision. It is the responsibility of each office contacted to notify the appropriate personnel of the decision.

It is requested that each Responsibility Center and each Indirect Cost Center notify the Director of Personnel and Labor Relations as to what designated individual is to receive this notice.

—George W. Budd, Director of Personnel and Labor Relations

NOTE: When daytime classes are cancelled, local radio stations will include the University’s identification number, 102, in their early-morning “school-closing” broadcasts. Cancellation of evening classes is indicated by a separate number, 2101.
THINGS TO DO

LECTURES

A "brown-bag" seminar offered by the Psychological Services Department is led today by Dr. Phillip Miraglia, who discusses his experiences as a psychologist at Haverford State Hospital. Noon to 1 p.m. in Stiteler Faculty Lounge.

Careers in Investment Banking is Wharton alumnus Steven Gilbert's topic in the Management Educational Planning series February 24 at 10:30 a.m. in B-11 Vane Hall.

Sheldon Gold, president of the international performing arts promotion agency Huron Inc., speaks February 24 at 4:30 p.m. Sponsored by MBA's for the Arts.

Channel 12's Making of a City continues as New York City planner Richard Weinstein takes a look at our urban future with one eye on the past. February 26 at 8 p.m.

Dr. Robert V. Whitman, professor of civil engineering at MIT, argues for earthquake design provisions in building codes, February 26 at 3 p.m. in the Towne Building's Alumni Hall. Sponsors: CEAS's civil and urban engineering department and Wharton's decision sciences department.

There's food for thought in Professor of Pediatrics Alfred Bongiovanni's discussion of Protein-Calorie Malnutrition, February 27 at noon in Houston Hall, and a second helping in a HUP seminar, A Funny Thing Happened on the Way to Your Stomach: Food and Nutrition in a Nutshell, March 1 at 2 p.m.

The campus has a chance to take A New Look at New China during a two-day round of lectures, films and workshops that opens with Felix Greene's discussion of Serving the People: A Challenge to Capitalist Values, February 27 at 8 p.m. in the Museum. Saturday's events move to Houston Hall and include three films, The Friendship Railroad by Felix Greene (10 a.m.); Barefoot Doctors by Diana Li (11 a.m. and 1 p.m.); Tea for Two - A Republican Lady Meets Chinese Women with Margaret Whitman (1:30 p.m.) and three workshops-discussions, Running Our Own Factories: Working in Peking with Fred Engst and Carl Crook (1:30 p.m.);

Tibet and China's National Minority Policy with Vicki Garvin and Tom Grunfield (3:30 p.m.) and Through the Sewers of Shanghai: Ecology in China with Ovville Schell (3:30 p.m.). A New Look at Americans: A Black Activist Returns from China, a lecture by Reggie Schell, concludes the program at 8 p.m. in the Fine Arts Auditorium. Sponsors: Penn Forum on Social Change and the U.S.-China Peoples Friendship Association, which has more information about all events at K15-3556.

The University City Arts League, 4226 Spruce Street, presents Thomas Naff, director of the University's Near East Center, in a discussion of The Middle East Yesterday and Today February 27 at 8:30 p.m.

Nada Chandler of the National Organization for Women is for it. Eileen Meyers of Stop ERA in Pennsylvania is against it. Their Debate on the Equal Rights Amendment is March 1 at 7:30 p.m. in the Harrison-Smith-Penniman room of Houston Hall, sponsored by the Penn Women's Alliance and the Young Socialist Alliance.

Dr. Campbell Laird, professor and chairman of the metallurgy and materials science department, leads a seminar on Recent Advances in Work Hardening by Cyclic Stress, March 2 at 4 p.m. in 105 LRSM.

History marches on, and with it the Bicentennial College's lecture series: anthropologist Norman Barka of William and Mary discusses Historical Archaeology and its Contributions to Colonial History, March 2 at 4:15 p.m. in Houston Hall.

A month-long Faculty Tea Club seminar on Soviet Women - A Study in Pseudo-Liberation begins March 3 at 1 p.m. in the Faculty Club and runs for four sessions. Dr. Marie Dohan of the Philadelphia College of Science and Textiles leads it. Information: Mrs. Perretz, M07-0609.

Dental School Professor Robert Emling starts by asking "Does Programming Instruction Work?" in the third faculty colloquium on higher education March 3 at 4 p.m. in the Franklin Room of Houston Hall.

Science and the American Revolution is the topic of the first Leon Lecture of the Bicentennial year. Brooke Hindle, an authority on early American technology and biographer of David Rittenhouse, delivers his talk in Rittenhouse Lab Auditorium A-1 March 4 at 8 p.m.

MUSIC

Richard Wernick directs the Penn Contemporary Players performance of Music by Young American Composers, a concert showcasing four compositions by former students of George Crumb and George Rochberg. March 3, 8:30 p.m. in the Annenberg Center. There is no admission charge for the music department concert.

Beth Bullard and others perform Flute Plus, music for Renaissance and baroque flute with voices and instrumental combinations, as Music Noon resumes February 26 in Houston Hall.

Only 13 and Marcantonio Barone has already played with the Philadelphia Orchestra at the Academy of Music; he performs works of Schumann, Debussy and Liszt at the Museum's Harrison Auditorium February 29, 2:30 p.m.

MUSIC?

Music and madness or at least plenty of good cheer is probably a conservative description of Mask and Wig's Bicentennial program, Is It Yesterday Already?, which, according to promotional material, promises to be "a Yankee-doodled, dandy macaronied, 200-year-old topical revue" featuring that "all-male, toe-tapping, leg-flipping group" from Penn. Enough said. The "1776 that wasn't" is at the Annenberg School Auditorium March 4-6, at 8:30 p.m. Tickets: $3 for Thursday, $3.50 on the weekend, fifty-cent discount for faculty and staff. Ext. 6791.